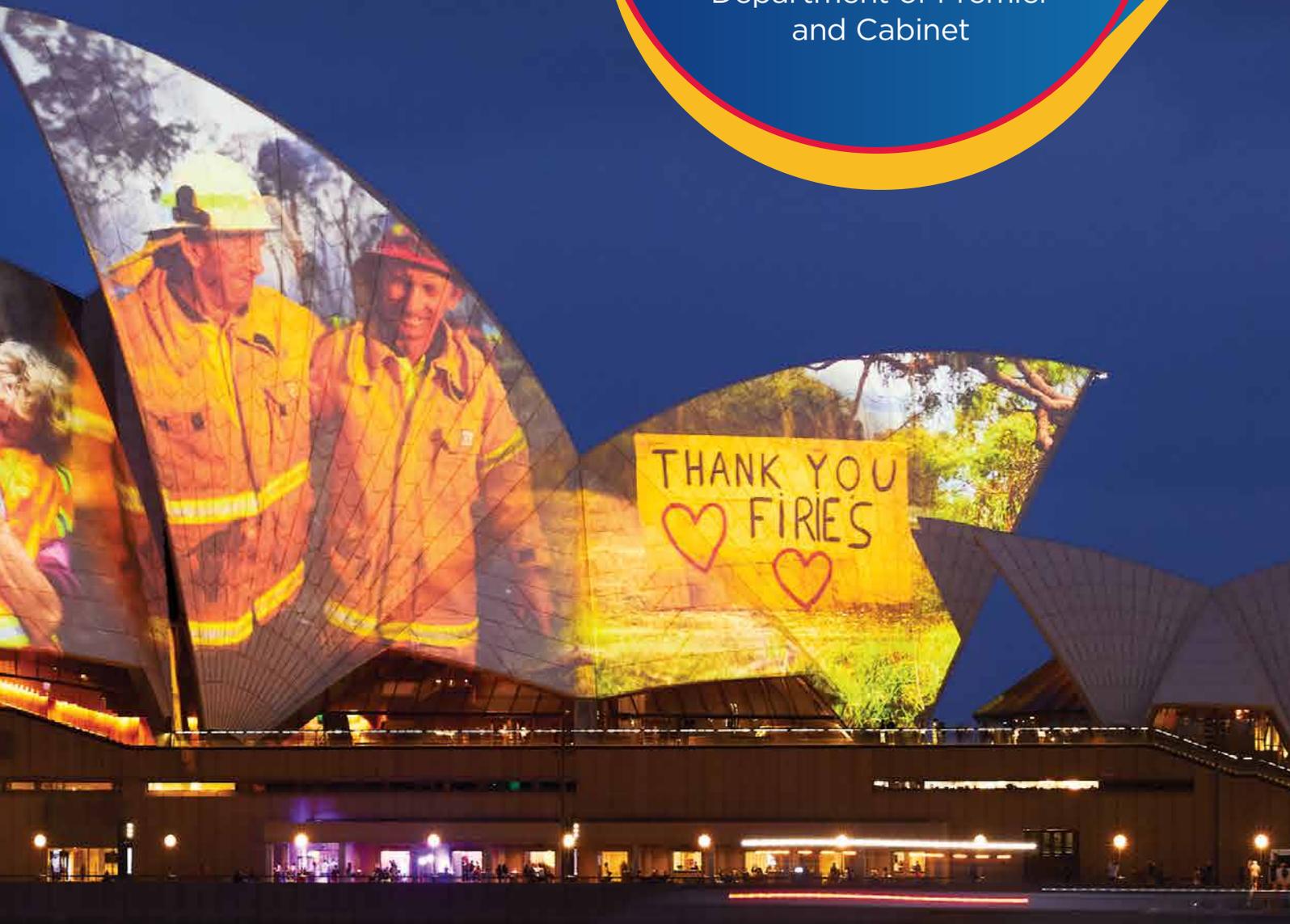


Annual Report

2019—20

Department of Premier
and Cabinet





The Hon. Gladys Berejiklian MP
Premier
52 Martin Place
Sydney NSW 2000

Dear Premier

I am pleased to submit the 2019–2020 Annual Report of the Department of Premier and Cabinet to you for presentation to the NSW Parliament.

This report includes the operations and performance of the department, together with the financial statements for the period 1 July 2019 to 30 June 2020.

It has been prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985* and the Annual Reports (Departments) Regulation 2015.

Yours sincerely

Tim Reardon
Secretary

30 November 2020

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Acknowledgement of Country

The NSW Department of Premier and Cabinet acknowledges the Traditional Custodians of the lands where we work and the places in which we live. We pay respect to Ancestors and Elders, past, present and future. We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples to Australia.

From the Secretary

The year 2019–20 has required us to show our resilience like never before.

We continued to serve the people of NSW during a year of bushfires, floods, drought and the COVID-19 pandemic. It tested the state's resolve. It tested the skills and capabilities of the NSW public service, and indeed us in Premier and Cabinet. I am extremely proud that we continued to deliver our services to the community throughout.

While this Annual Report summarises the work, results and community services delivered by NSW Premier and Cabinet, it also gives some insight into the dedication, passion and professionalism of the people who deliver those results. And deliver they have, in one of the most challenging years we have experienced in a generation.

We have driven significant outcomes for the NSW community over the last year. This work has been as diverse as:

- infrastructure delivery for many of NSW's iconic arts and culture institutions
- delivering major events throughout the year
- entering into commercial deals to grow Sydney's economic precincts
- unlocking economic opportunities to continue to grow NSW globally
- supporting the government including a massive expansion in Cabinet work, including National Cabinet
- leading the establishment of emergency management and disaster recovery for each crisis over the past year
- bringing much greater focus on economic opportunity for our First Nations people.

In all, it has been a very challenging year, with total focus on our customers.

Our people have been magnificent. We asked much of them, including through major periods of uncertainty and disruption.

Like every organisation across the NSW economy, we have witnessed major changes in how we deliver services and infrastructure, and where and how we work. Some of the changes have brought forward workforce adjustments that were forecast to occur more slowly during the coming five years.

Our job in Premier and Cabinet is to now take a lead role in economic recovery, lock in the positive changes across many areas of service delivery, drive digital transformation, and get the balance right in how we work flexibly – from our offices, at home, or in hub locations closer to where we live. There is much work to be done and done quickly.

As always, it remains an absolute honour to lead the NSW public service. I am proud of the skills, dedication and passion displayed from across the NSW Government. This past year has only further highlighted the critical and essential nature of the services we deliver to the 8 million people across our state.

No matter how challenging the circumstances, we kept NSW moving.



A stylized, handwritten signature in black ink, consisting of a large 'T' followed by a cursive 'R' and 'E'.

Tim Reardon

**Secretary, Department of
Premier and Cabinet**

About us

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Department of Premier and Cabinet

The Department of Premier and Cabinet leads the NSW public sector to deliver on the NSW Government's commitments and priorities.

Following the machinery of government changes that took effect on 1 July 2019, Premier and Cabinet cluster's size and span of responsibility grew significantly. The cluster is now one of the broadest and most diverse in government.

In addition to its strategic coordination and project delivery roles, the department's functions now include employee relations, heritage management, Aboriginal affairs, management of government records and archives, and delivery of the state's arts, screen and culture functions.

The role of the department in delivering arts, culture and heritage functions is further strengthened by having the state's premier arts and culture institutions embedded in the cluster. In 2019, we welcomed the Art Gallery of NSW, Museum of Applied Arts and Sciences, Australian Museum, Sydney Opera House, Sydney Living Museums and State Library of NSW to Premier and Cabinet.

Following an unprecedented season of compounding natural disasters and the ongoing COVID-19 pandemic crisis, Resilience NSW was created and joined the Premier and Cabinet cluster on 1 May 2020. The agency's placement in Premier and Cabinet signals a significant strategic focus on recovery by leveraging the department's strategic coordination across government and industry.

The cluster also retains its functions relating to government integrity.

We have ensured that we are in the best place to deliver the government's priorities through our new Premier and Cabinet Statement of Purpose and Intent 2020-2023:

As at 30 June 2020, the department comprised five groups, working across the spectrum of government to deliver projects, commercial deals, expert advice and cross-government coordination.

Strategy and Delivery Group

The Strategy and Delivery Group is responsible for leading the sector to solve complex problems and create a better NSW for our citizens through:

- providing trusted, expert and strategic analysis and advice to the Premier across the areas of social policy and human services, infrastructure and complex projects, resources and land use, and economic policy
- informing and driving the economic strategy of NSW
- bringing together multiple agencies and leading the development of whole-of-government strategy and policy
- effectively evaluating policies, programs and projects
- meaningfully participating in and adding value to project governance and delivery
- delivering projects and programs on behalf of government where the department is best placed to do so.

There are four branches within the group:

- Strategic Coordination
- Commercial Delivery
- Economics
- Citizen Delivery.



We put the people of NSW at the heart of everything we do, to deliver better services, drive government priorities and foster a culture of respect.

.....

Transformation Group

The Transformation Group helps create a better NSW for our citizens by:

- positioning NSW to take advantage of big changes affecting citizens, communities, services and places over the long term
- driving results in the Premier's Priorities
- leveraging our partnerships with the Commonwealth and other governments to deliver resources, drive priorities and mitigate risks
- supporting the Premier and NSW Government to engage with citizens and stakeholders, including through media, major events, and community and international visits.

There are three branches within the group:

- Shaping Futures
- Partnerships and Engagement
- Premier's Implementation Unit.

Community Engagement Group

The Community Engagement Group is responsible for driving better outcomes across government. It provides support for the Special Minister of State and Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts in delivering the key policy priorities for those portfolios.

There are five branches within the group:

- Employee Relations supports NSW public sector workplace reform by providing strategic advice to agencies on employment arrangements, ensuring the government's Public Sector Wages Policy is effectively implemented and promoting compliance with industrial legislation.
- Aboriginal Affairs NSW works with Aboriginal communities to promote social, economic and cultural wellbeing through opportunity, choice, healing, responsibility and empowerment and assists the Minister for Aboriginal Affairs to administer the *Aboriginal Land Rights Act 1983* and the *Aboriginal Languages Act 2017*.
- Create NSW works to achieve the NSW Government's strategic objectives to develop and sustain the arts, culture and screen sectors,

which are built upon the ambitions of excellence, access and strength, and which reflect and support the diverse communities across NSW.

- Heritage NSW works closely with the community to understand, celebrate and care for our heritage and is responsible for delivering a range of functions relating to Aboriginal and non-Aboriginal cultural heritage. These functions include supporting heritage owners in managing their heritage; working with Aboriginal communities on Aboriginal Place declarations, repatriations and site conservation; managing the State Heritage Register; administering heritage grants; and promoting the value and community awareness of heritage.
- The State Archives and Records Authority (SARA) and Sydney Living Museums (SLM). SARA is responsible for the development and preservation of, and access to, the state's archives, and the maintenance and storage of semi-permanent government records for NSW public sector offices. SLM is responsible for the care and management of 12 of the most important historic houses, gardens and museums in NSW on behalf of the people of NSW.

Office of the General Counsel

The Office of the General Counsel develops and implements policy reforms within the Premier's portfolio, assists with whole-of-government priority reforms, manages the department's litigation and external legal services (except employment matters), and provides legal and policy advice to the department. It also supports the operation and coordination of Cabinet and leads the corporate governance function.

The office is made up of two branches:

- Cabinet and Governance Branch supports Cabinet (including committees and National Cabinet) and leads the department's corporate governance culture and practice.
- Legal Branch provides legal advice to the Premier and the department, provides sector leadership on whole-of-government legal issues and supports the Premier and the Special Minister of State on constitutional, integrity and electoral legislation. It also provides secretariat support for the Executive Council.

The Information and Privacy Unit within Legal Branch manages the department's compliance with the *Government Information (Public Access) Act 2009* and the *Privacy and Personal Information Protection Act 1998* and co-ordinates the government's response to call for papers made by the Legislative Council under Standing Order 52.

People Group

The People Group delivers corporate services, information, advice and assistance to the department to ensure efficiency, effectiveness and continuous improvement. The group also provides support to the Governor of NSW through the provision of staff and corporate services to Government House. The group consists of six business branches:

- Finance, Strategy and Performance delivers financial planning, monitoring, analysis and reporting services to the department and for the Ministry. It is a strategic partner to business units in the department and cluster, ensuring budget accountability.
- Digital and Information leads the strategic information management and technology function for the department and the Ministry. It delivers cyber security and a robust electronic document management system.
- People, Culture and Talent leads the strategic human resources function for the department, implementing workforce planning, learning, performance, talent retention and succession planning, and drives diversity and inclusion. It provides high-quality human resources services to the Ministry.
- Change and Engagement drives communication with our people, leads the delivery of change processes to drive cluster, department and group performance improvements, and provides high-quality support services to the Premier and Special Minister of State.
- Workplaces plans and delivers place management, security and high-quality facilities for our people and the Ministry at all locations.
- Transport Services provides high-level transport services for the Ministry.

Premier and Cabinet Cluster

We are the lead department of the Premier and Cabinet Cluster. The cluster included the following entities as at 30 June 2020:

- Art Gallery of NSW
- Australian Museum
- Greater Sydney Commission
- Infrastructure NSW
- Library Council of NSW
- Parliamentary Counsel's Office
- Resilience NSW
- Sydney Opera House
- Trustees of the Museum of Applied Arts and Sciences.

The cluster also included the following independent entities:

- Audit Office of NSW
- Independent Commission Against Corruption
- Law Enforcement Conduct Commission
- Office of the Inspector of the Law Enforcement Conduct Commission
- NSW Electoral Commission
- NSW Ombudsman's Office
- Public Service Commission.

The entities above that are required to produce annual reports do so separately to the department's annual report.



Premier and Cabinet Purpose and Intent 2020–2023

Our purpose

We put the people of NSW at the heart of everything we do, to deliver better services, drive government priorities and foster a culture of respect.

We respect Aboriginal peoples as the first peoples and custodians of NSW.

Areas of focus

We are focused on supporting the NSW Government to deliver on its priorities. In 2019, the NSW Government set out its five areas of focus to 2023:

- A strong economy and job security
- Highest quality education for all
- Well-connected communities
- Working better for the citizens of NSW
- Breaking the cycle of intergenerational disadvantage.

We drive delivery of these priorities through high standards of service and advice to government, and effective community engagement and service delivery. The strategic direction of Premier and Cabinet's activities is also guided by the Premier's Priorities.

State outcomes

The NSW Government is delivering health, education, stronger communities, economic growth and a better life for the people of NSW. Premier and Cabinet is responsible for delivering four central outcomes across the government:

Accountable and responsible government

Ensuring a robust democracy, upholding the integrity of government, fighting corruption, enhancing public sector capability and improving service delivery.

Effective and coordinated government

Coordinating government initiatives, overseeing infrastructure investment and facilitating the delivery of key urban renewal precincts.

Empowering Aboriginal communities

Transforming the relationship between Aboriginal people and the NSW Government through the delivery of Opportunity, Choice, Healing, Responsibility and Empowerment.

Excellence in arts, culture and heritage

Developing and supporting arts and culture, increasing attendance at culture events, and sustaining cultural precincts and infrastructure. Protecting, preserving and enabling public access to our state's heritage.

Our values

We embrace and promote the NSW public sector core values.

Integrity – Act professionally with honesty, consistency and impartiality

Trust – Appreciate difference and welcome learning from others

Service – Provide services fairly with a focus on customer needs

Accountability – Take responsibility for decisions and actions

Our impact

Our customers and the community



Delivering more than
10 major
infrastructure
projects including
major cultural
institution renewals

Delivered
23
Regional Cultural Fund
projects across NSW

4 major
commercial deals
delivered to drive job
growth in economic
precincts across Sydney



Over **1400**
determinations or advice provided
by the Heritage Council and
Heritage NSW

21 projects completed by the Heritage
NSW's Aboriginal Culture Heritage
Conservation Program

10 places added to the State Heritage List
providing protections for our important built heritage



6
Aboriginal Cultural heritage
Places and landscapes protected

Managed the **Stolen Generations**
Reparations Scheme for
159 survivors



\$100 million
to build 136 arts and cultural projects in NSW

\$2 billion
Arts and culture
infrastructure investment

\$50 million rescue and restart package
for NSW arts and culture organisations affected by COVID-19



Delivered
31 public health
orders with NSW Health
to keep our communities
safe and the economy
moving

Championed open
and accountable
government by delivering
82 orders
for state papers –
the largest number
on record

Over
121,500
people in NSW now
participating in the
National Disability
Insurance Program

Our people



Over
1200
team members*



Over
47
work locations across NSW



10%
of our people are Aboriginal
and/or Torres Strait Islanders



62%
of our leaders
are women



67
employee engagement
score in 2019-20 which has
subsequently risen further**



80%
of our people are satisfied
with their flexible work
arrangements**



45%
of our people are frontline
workers delivering services
across NSW***



146
members of the
Diversity and Inclusion
Network reflecting the
community they serve



4%
of our people work
with a disability

* Source: Public Service Commission Workforce Profile 2020 Diversity Report

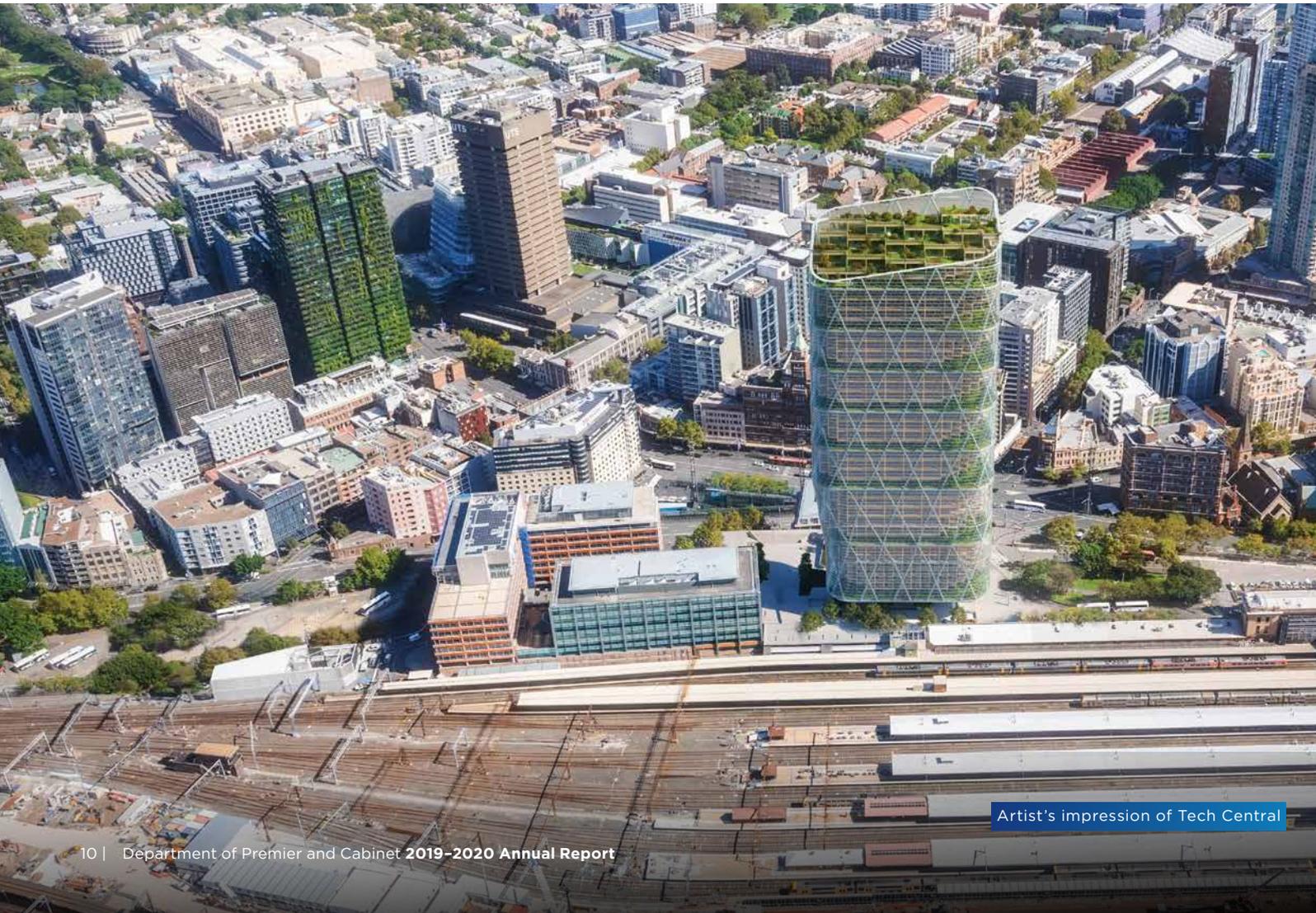
** Source: People Matter Employee Survey 2019

*** Source: Public Service Commission Workforce Profile Data

Highlights

Image of the Sydney Modern Project as produced by Kazuyo Sejima + Ryue Nishizawa / SANAA © Art Gallery of New South Wales, 2018

Featuring artworks left to right: Reko Rennie, Murri Totems, 2013 © Reko Rennie, courtesy of the artist and Blackartprojects; Sally Gabori, Dibirdibi country, 2010 © Mirdidingkingathi Juwarnda Sally Gabori. Licensed by Copyright Agency; Tony Albert, Frontier Wars (Flying Fox Story Place), 2014 © Tony Albert.



Artist's impression of Tech Central

Growing the state's infrastructure

Sydney innovation and technology precinct

Strategically located among educational institutions and technology, innovation and creative businesses, Tech Central, stretching from Central Station to Camperdown, is set to become a world-class innovation and technology precinct. It will be home to ambitious start-ups, high-tech giants and innovation ecosystem partners, putting NSW at the forefront of tech development.

The NSW Government has committed to facilitating 250,000 square metres of office space in the precinct with 50,000 square metres of affordable space for scale-ups and start-up businesses. The precinct is predicted to create 25,000 innovation jobs and encourage 25,000 new students to focus on science, technology, engineering and maths (STEM) and life sciences studies.

In 2019–20, Premier and Cabinet was involved in three transactions in the Western Gateway sub-precinct of Tech Central that collectively contribute significantly to the achievement of Tech Central's goals.

Premier and Cabinet co-led commercial negotiations with Atlassian to develop and build the company's new Australian headquarters at the YHA site at Central Station. This resulted in the execution of two significant agreements that deliver on the state's strategic objectives for Tech Central. The Tech Precinct Cooperation Agreement executed in December 2019 commits both Atlassian and the NSW Government to work together to collectively deliver on the aspirations for Tech Central. The Framework Agreement executed in March 2020 creates a collaborative process for Atlassian and the NSW Government to resolve issues and undertake pre-construction development activities relating to the YHA site.

Premier and Cabinet also worked with Transport for NSW and other agency partners on progressing two Unsolicited Proposals to the next stage in the Western Gateway. The proposals aim to deliver:

- 150,000 square metres of commercial and retail development to support the goals of Tech Central, and an integrated distribution facility that can provide world-class servicing capability to the precinct and future potential over-rail development
- the redevelopment of the heritage-listed Adina Hotel into a mixed-use development that provides Tech Central with additional commercial space, hotel accommodation and retail offerings.

Westmead Health and Innovation District

The NSW Government has identified the Westmead Health and Innovation District as a key 'Lighthouse Precinct' in NSW for priority activation. Lighthouse Precincts encourage collaboration and innovation, promote sustainable economic growth and job creation, and deliver business and social benefits by clustering NSW's assets including world-class universities, infrastructure and a range of competitive industries within a focused area.

Premier and Cabinet is leading discussions with the University of Sydney about the university's potential to contribute to this district, and to accelerate innovation and collaboration to catalyse the Westmead vision.

Meadowbank Education and Employment Precinct

Premier and Cabinet led a coordinated, cross-government approach to deliver the Meadowbank Education and Employment Precinct in collaboration with TAFE NSW, School Infrastructure NSW, the Greater Sydney Commission, Transport for NSW, the Department of Planning, Industry and Environment, Infrastructure NSW and NSW Treasury. Investment in the precinct aligns with the NSW Premier's Priority of greener public spaces by delivering new public open space on the education campus and Sydney Water site. Successful delivery of the precinct will also meet the broader NSW Government policy objective of improving the productivity of regional and local economies through agglomeration.

The collaborative approach adopted by Premier and Cabinet has allowed the NSW Government to identify and collectively address challenges facing the precinct site, such as accessibility and traffic congestion. It has also provided opportunities to maximise benefits such as the potential for new green space and improved links between education and local industry.

Western Sydney

The department continues to support the Western City and Aerotropolis Authority (transitioning to the Western Parkland City Authority in July 2020) in its delivery of the Western Sydney Aerotropolis and infrastructure planning for the Western Parkland City. This has included providing input into the Western City Place-based Infrastructure Compact and the statutory planning framework led by the Western Sydney Planning Partnership.

Premier and Cabinet also facilitated the joint Commonwealth and state \$11 billion funding agreement for the Sydney Metro Western Sydney Airport, which will connect the new Western Sydney International (Nancy-Bird Walton) Airport with St Marys and the Aerotropolis, supporting 14,000 jobs.

Progressing innovative commercial proposals

Premier and Cabinet manages an Unsolicited Proposals (USP) process, designed to encourage non-government sector participants to approach government with innovative commercial proposals where the proponent is uniquely placed to provide a value-for-money solution.

In 2019–20, 12 USPs were received (three did not proceed past Stage 1, seven are current and two were referred to another agency for consideration).

Four proposals have progressed to Stage 2. These include three of the current seven proposals received in 2019–20 and one received in 2018–19:

- Mirvac Group – Harbourside Revitalisation
- TOGA Pty Ltd – Western Gateway Development
- WSO Co. Pty Ltd – M7-M12 Integration and Delivery

- Carsingha Investments Pty Ltd – Renewal of the Entertainment Quarter (received 2018–19).

One proposal (received 2017–18) proceeded to Stage 3:

- Dexus and Frasers Property Australia – Central Place Sydney.

More than 140 enquiries were addressed.

Re-opening Theatre Royal

Premier and Cabinet finalised negotiations with Dexus to re-open the Theatre Royal in the MLC Centre, which has been dormant since 2016. Following a competitive global search, Trafalgar Entertainment was selected to sublease and operate the theatre. The revitalised theatre, anticipated to reopen in 2021, will increase Sydney's capacity to host new productions and compete on the world stage for more first-run international shows and tours. This will provide a much-needed boost to Sydney's economy through employment and tourism and contribute to the vibrancy of the city's night life.



Construction has commenced on the refurbishment of the Theatre Royal.
Image: Create NSW

Refurbishment of cultural institutions

In 2019–20, Premier and Cabinet continued to work across government to support the NSW Government's unprecedented and historic \$2 billion arts and cultural infrastructure investment, which is laying the foundation for the ongoing growth of the arts and culture sectors as they continue to contribute to our state's economic growth and wellbeing. This includes the following landmark projects:

- The new Powerhouse located at Parramatta, the largest investment in cultural infrastructure since the Sydney Opera House: In 2019, Premier and Cabinet completed an international design competition and selected the winning design concept of architectural team Kusunoki (France) and Genton (Australia). The department will continue to work with Infrastructure NSW and the Powerhouse Museum on the delivery of Powerhouse Parramatta, which will create 1,100 direct construction jobs and a further 2,400 indirect jobs, and will support 400 ongoing jobs once operational. This project will be transformational for Western Sydney and will become an active working precinct that provides world-class education, research and community facilities.
- Construction of Sydney Modern, a \$344 million expansion of the Art Gallery of NSW: This project will deliver an outstanding art museum experience, creating close to twice the space currently available for the display and enjoyment of art. The NSW Government is providing funding of \$244 million, which, together with over \$100 million in donations from private benefactors, is supporting the significant development. Construction commenced in November 2019 and has proceeded as planned throughout the COVID-19 restrictions. The department, the appointed construction contractor Richard Crookes Constructions and the Art Gallery of NSW worked collaboratively to protect the health of workers onsite and ensure ongoing access to necessary construction materials.

- Walsh Bay Arts Precinct redevelopment: This redevelopment will provide resident performing arts companies with rejuvenated, purpose-built facilities and performance spaces, with substantial remediation of the heritage buildings to ensure their preservation. Premier and Cabinet is working in collaboration with Infrastructure NSW on this project.
- Supporting the Sydney Opera House with renewal work: In February 2020, major renewal work on the Concert Hall commenced. The upgrades will improve acoustics, stage and backstage areas, and theatre systems to allow for more ambitious performances and improved accessibility throughout the venue.
- Working closely with the Australian Museum to deliver Project Discover, Stage 1 of the museum's redevelopment: Project Discover will create a new 1,500-square-metre touring exhibition hall capable of staging major international exhibitions. The upgrades also include new amenities, orientation space, upgraded educational facilities, a new members' lounge, new retail outlets and additional food services.

Supporting cultural infrastructure in regional NSW

The NSW Government established the Regional Cultural Fund to create bold and exciting arts and culture infrastructure that reflects the diversity of regional areas. In 2019–20, Premier and Cabinet supported the successful completion of 23 projects, providing stimulus for local economies and the regeneration and revitalisation of the arts and culture sector in regional NSW. These projects provide a host of benefits, including opportunities for social connections through artistic expression, and have a positive, immediate and direct impact on local and regional communities.

Responding to crises

Enacting emergency operations

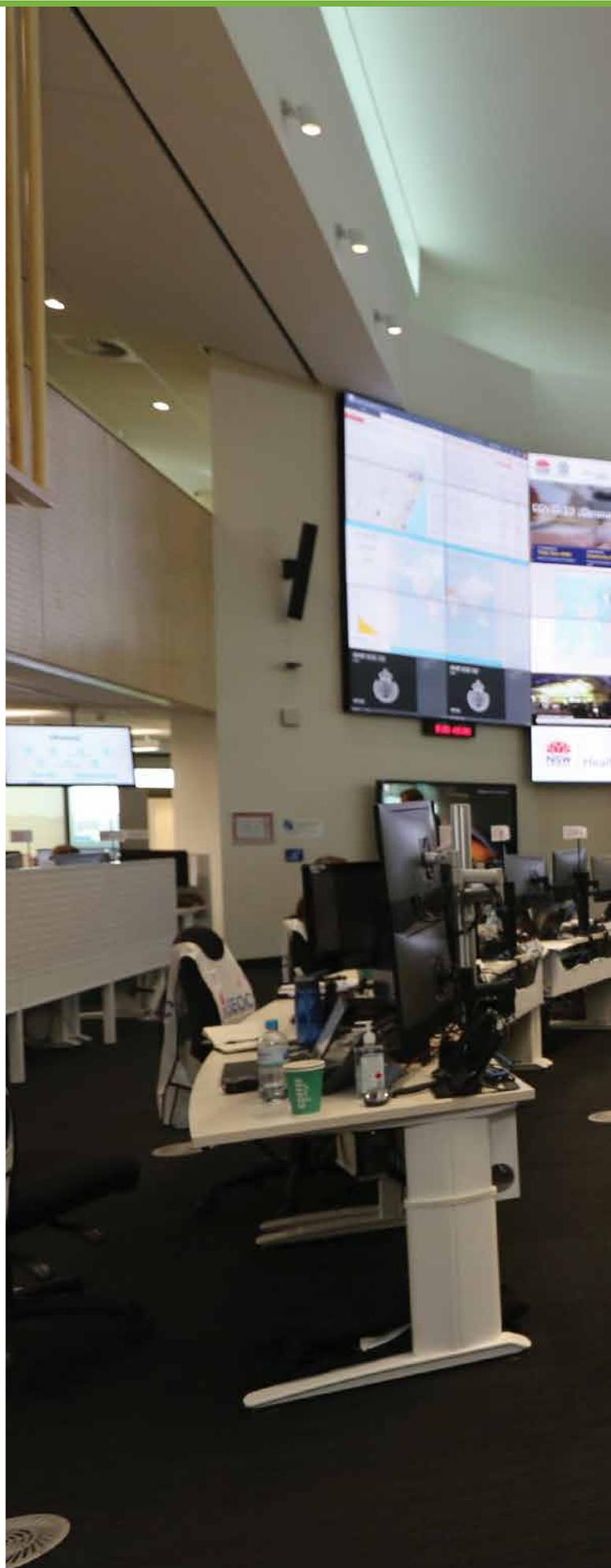
Supporting the independent bushfire inquiry

On 30 January 2020, the Premier announced an independent expert inquiry into the 2019–20 bushfire season to provide input to NSW ahead of the next bushfire season. Dave Owens APM, former Deputy Commissioner of the NSW Police Force, and Professor Mary O’Kane AC, Independent Planning Commission Chair and former NSW Chief Scientist and Engineer, were appointed to lead the six-month inquiry, to review the causes of, preparation for and response to the 2019–20 bushfires.

Premier and Cabinet led a cross-agency team to support the inquiry, travelling to bushfire-affected communities to meet with people directly impacted. When the COVID-19 pandemic prohibited the inquiry from holding face-to-face meetings, the department ensured consultation could be undertaken via video conference so the inquiry could continue to hear stories directly from community members. The department also managed an inclusive submissions process to ensure the community could make submissions by email, by phone or in person. Over 2,000 submissions were received and reviewed by the inquiry.

Supporting the COVID-19 State Emergency Operations Centre

As announced by the Premier, on 17 March 2020 the State Emergency Operations Centre (SEOC) stood up at the NSW Rural Fire Service headquarters to support a rapid and coordinated government response to the COVID-19 pandemic. Premier and Cabinet was a key coordinating agency in the SEOC, providing advice on complex multi-agency issues including public health orders, procurement, employee relations and work safety, state and federal border restrictions and quarantine management. The department’s SEOC liaison officers worked with liaison officers from more than 20 functional areas representing NSW Government – including health, police,





The State Emergency Operations Centre during the COVID-19 pandemic. Image: NSW Police Force

education, welfare and transport. The department's media liaison officers also worked with the NSW Public Information Functional Area Coordinator (PIFAC) to develop and coordinate timely government communications.

Public health orders to combat COVID-19

The department collaborated closely with the Chief Health Officer, Ministry of Health, State Emergency Operations Controller and other key stakeholders to support the Minister for Health and Medical Research with the making of orders under the *Public Health Act 2010* (NSW). This was undertaken to prevent mass gatherings and restrict the movement of people to prevent the spread of COVID-19.

Given the nature of the pandemic, the need for public health orders arose urgently and required consideration of agreed National Cabinet outcomes as well as conditions in NSW.

The result was a well-supported and effective regime under the Act, which led to the successful suppression of the initial COVID-19 outbreak in NSW.

Following the achievement of initial suppression, the focus shifted to a controlled restart of the NSW economy through the systematic easing of restrictions in a COVID-safe way.

Partnering with Aboriginal peoples to keep communities safe through COVID-19

The department established the COVID-19 Aboriginal Communities Leadership and Aboriginal Communities NSW Government Coordination groups to support the NSW Government's response to COVID-19. The groups provided communities with a voice and ensured timely and coordinated government responses. This approach aligns with the NSW Government's commitment to co-designing policy and implementation with Aboriginal people at the centre of decision-making.

The response included:

- 16 Community Action Plans being developed to improve local-level communications and decision-making
- the installation of road signage for 17 Aboriginal communities to restrict non-resident access

- 2,000 food and essentials packages delivered in partnership with the NSW Aboriginal Lands Council and Resilience NSW to Aboriginal people in need across NSW.

State Memorial

In collaboration with the NSW Rural Fire Service, Premier and Cabinet delivered a fitting State Memorial for those impacted by the 2019–20 bushfires on 23 February 2020 at Qudos Bank Arena at Sydney Olympic Park.

The 2019–20 bushfire season was the worst bushfire season ever experienced in NSW, in terms of the conditions experienced, the communities impacted, the impact on property and the loss of life. The event gave members of the public from across NSW an opportunity to come together to recognise the lives lost and the sacrifices made, and to show solidarity and support for the families and communities affected by the fires.

The memorial honoured 25 individuals whose lives were tragically lost during the fires, including three members of the NSW Rural Fire Service and three American firefighting aircrew who died in service. The moving service was attended by thousands, including the Premier and Prime Minister, and was broadcast live on the ABC News Channel and streamed on the NSW Government Facebook page.






NSW Bushfires
2019–2020
State Memorial
23 February 2020



Managing the public service through the pandemic

Enabling our people

As an agile department, Premier and Cabinet moved quickly to reprioritise work and direct resources towards delivering on issues stemming from the extraordinary economic and social disruption caused by the 2019–20 bushfires season, floods and COVID-19 pandemic. While some areas continued to deliver on pre-existing priorities or essential work, other areas were quickly mobilised to support critical frontline work. We embedded staff in the SEOC to lead the coordination of the NSW Government communication response, working in partnership with key NSW agencies.

Remote working arrangements significantly increased in response to the COVID-19 pandemic. To support this change, the department put in place strong protocols to support staff in the accelerated use of digital platforms and virtual ways of working. These protocols helped mobilise our workforce to support key NSW Government priorities.

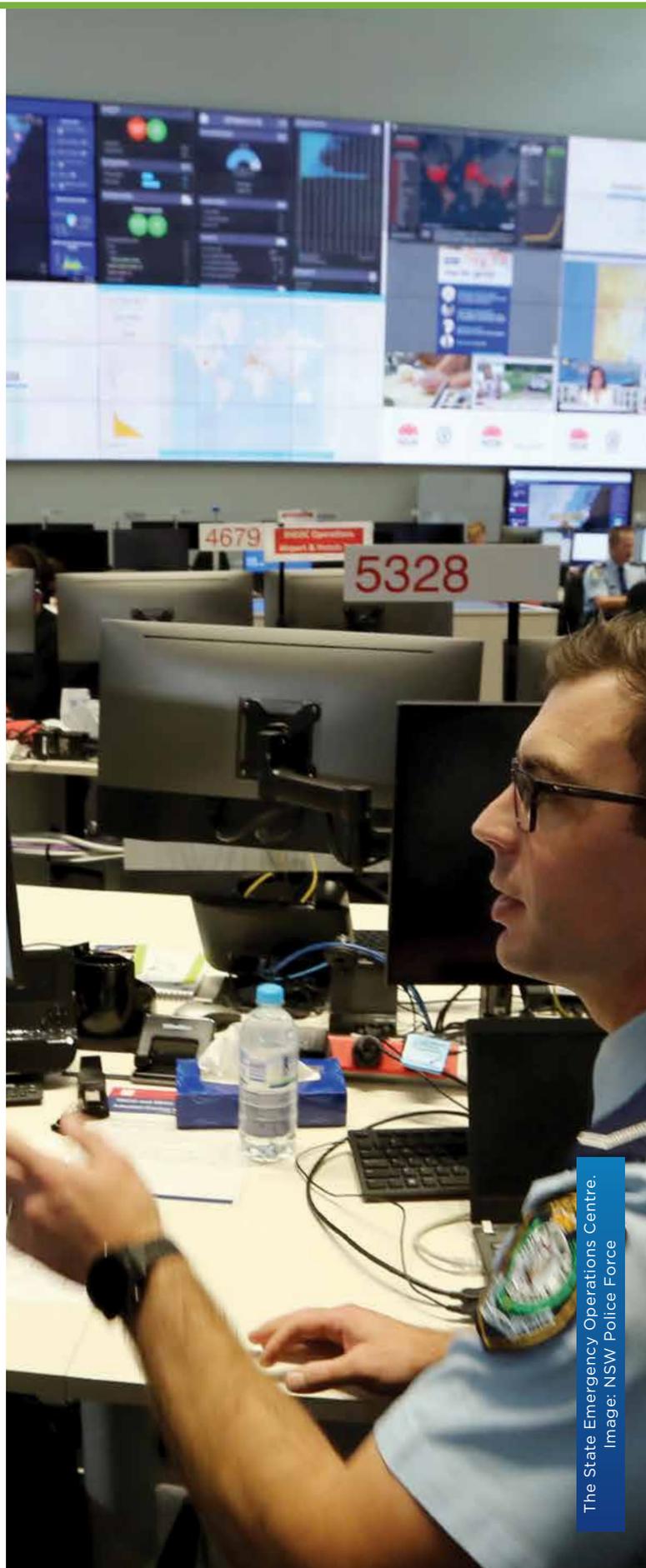
In addition, to better adapt to the current need for increased remote work, Premier and Cabinet agreed with the Public Service Association to temporarily amend some conditions contained in the department's Flexible Working Hours Agreement (Flex Agreement).

Supporting NSW public sector employees

The department worked closely with NSW Health, clusters and unions to provide appropriate responses and ongoing employment-related advice to ensure the government remained operational and was able to respond to the COVID-19 pandemic while continuing to deliver services to the people of NSW.

Premier and Cabinet issued three Public Sector Industrial Relations Agency Updates to provide advice to agencies regarding employment-related issues, quarantine requirements and leave arrangements.

On 12 March 2020 the department released the following two circulars regarding employment and travel arrangements, applying across the NSW Government sector in response to COVID-19:



The State Emergency Operations Centre.
Image: NSW Police Force

- C2020-01 Employment Arrangements during COVID-19
- C2020-02 Advice on international and domestic travel and transport in relation to Novel Coronavirus (COVID-19).

COVID-19 long service leave

Premier and Cabinet worked in partnership with NSW Treasury and the Department of Justice and Communities to make amendments to the *Long Service Leave Act 1955* and *Annual Holidays Act 1944*. On 24 March 2020, NSW Parliament passed temporary laws to provide greater flexibility for employers and workers to access long service leave in advance, due to the impact of COVID-19 restrictions on business.

The department also maintained the Industrial Relations website with up-to-date and relevant information around flexibility for long service leave, and answers to frequently asked questions about the application of amendments to long service leave laws.

Realigning state and federal decision-making

National Cabinet was established in March 2020 in response to the COVID-19 pandemic, bringing together state and territory leaders and the Prime Minister on a regular basis. It proved an effective way for leaders to make rapid and critical decisions. In May 2020, National Cabinet replaced the Council of Australian Governments as the main federal-state decision-making forum.

The department supported the Premier's involvement in National Cabinet, providing logistical support and advice on behalf of all NSW Government agencies. As National Cabinet focuses on economic recovery and job creation, Premier and Cabinet continues to support the Premier to secure the best possible outcomes for the people of NSW.

Premier and Cabinet also managed NSW's involvement in the National Coordination Mechanism, a new series of rapid response national meetings held on critical operational issues as the COVID-19 response unfolded. These meetings have informed NSW's and other governments' responses

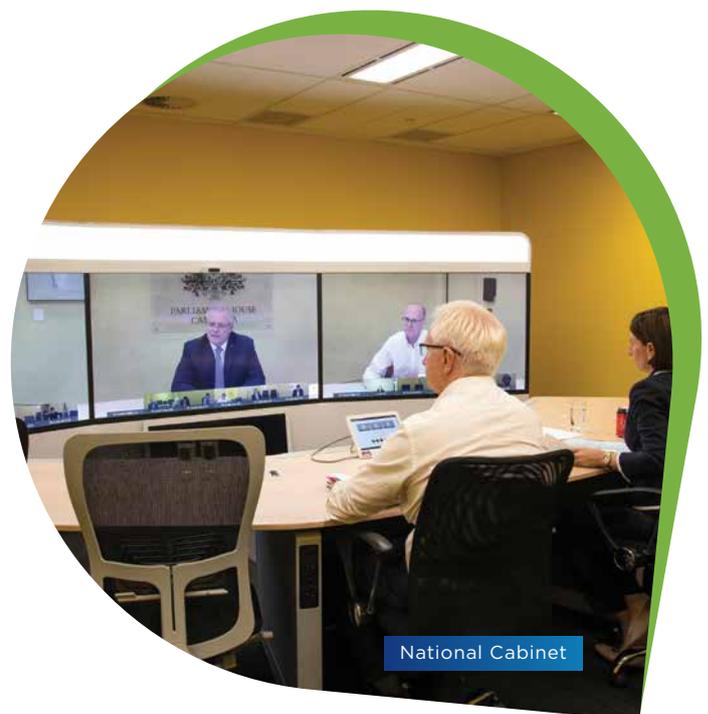
to issues like the management of schools and corrections, as well as how to support industry on issues like supermarket supply chains.

Transforming the sector to deliver government priorities

The department continues to support the Premier in making machinery of government changes to the Public Service to ensure that it reflects government priorities.

Following the 2019–20 bushfire season, the department supported the Premier to establish a new agency, Resilience NSW, headed by former Rural Fire Service Commissioner Shane Fitzsimmons, to lead the NSW Government's emergency prevention, preparedness and recovery efforts. We also worked with colleagues in the Department of Communities and Justice to support the standing-up of Resilience NSW from 1 May 2020.

Premier and Cabinet also supported the Premier in establishing Regional NSW as a standalone department, to drive sustainable economic growth across our regions through quality services and infrastructure.



National Cabinet

Regional NSW is the lead agency for coordinating policy and project initiatives outside of metropolitan areas across the state, and supports the Deputy Premier, Minister for Regional New South Wales, Industry and Trade as well as the Minister for Agriculture and Western New South Wales. The Regional NSW Cluster also includes Local Land Services and the Forestry Corporation.

Driving economic recovery

Rebuilding a resilient and self-sufficient economy

Premier and Cabinet helped drive, coordinate and implement the government's economic response to COVID-19, ensuring that opportunities to harness innovations and lessons learnt during the pandemic were maximised. This included partnering with universities and industry in areas such as advanced manufacturing and local supply chains to develop solutions to immediate public health needs such as personal protective equipment, hand sanitiser and other medical equipment. The department will continue to drive the government's priorities to help accelerate economic recovery, which include delivering a \$100 billion infrastructure pipeline, implementing planning system reforms, digitisation and service innovation, education and skills, maximising our advanced manufacturing capabilities, and reforming federal and state relations.

Supporting the arts and cultural organisations

The department, with NSW Treasury, devised and established a \$50 million Rescue and Restart package to ensure the survival of arts and cultural organisations across NSW impacted by COVID-19. The two-part program aimed to rescue organisations in immediate financial distress and to restart the sector by delivering activity and jobs. A further \$6.34 million of repurposed and new funding was also launched, to enable the creation of new work, adaptation for digital and virtual delivery, upskilling, and to provide employment and development opportunities for practitioners.

Premier and Cabinet worked in partnership with Service NSW to swiftly update the Creative Kids program to reflect the industry's needs and meet community expectations in a rapidly changing environment. Initiatives included expanded

guidelines to support online delivery, a digital toolkit and a small grants program to support the transition to digital. As a result, online providers increased from 46 to 541 from April to June 2020, now representing 12 per cent of all providers.

Identifying growth opportunities

The drought, fires, floods and COVID-19 pandemic have shown us the importance of government working together in responding quickly to society-wide crises. Building a dynamic and agile public sector workforce is critical to delivering what is required to support the community.

Premier and Cabinet worked with industry and leveraged partnerships to analyse how we could create conditions that lead to good outcomes, such as ensuring the flow of supply chains of essential goods and services. Strong and effective relationships with industry and community will continue to underpin our ability to provide better services.

COVID-19 resulted in a lot of change due to necessity. These challenges provided us with an opportunity to rethink how we could better serve our citizens – such as by using data and digital platforms to deliver services and inform the NSW Government's response. The department will work to embed these positive gains and make them part of how the NSW Government delivers digitally enabled services in the future to better meet the needs of the people of NSW.



DOBBY Performing live at Boomerang /Bluesfest. Image: Kurt Petersen

Respecting our state's culture and supporting our citizens

Australia Day 2020

Amid an extreme drought and catastrophic bushfires, Australia Day 2020 was a catalyst for unity at a time when communities across the state needed it most. In response to the circumstances and public sentiment at the time, Premier and Cabinet adjusted the program to ensure it was sensitive, appropriate and uplifting. The department created meaningful opportunities to showcase the Australian spirit, celebrate our strengths and stand together.

The Australia Day Address was given by Grace Brennan, founder of the #buyfromthebush social media campaign, who received a standing ovation for her keynote speech.

NSW Rural Fire Service and frontline volunteers and their families were honoured guests of the program in Sydney, with many taking part in a lap of honour of Circular Quay in front of a 60,000-strong cheering crowd.

Australia Day Live provided a national platform from which to honour and thank our Aussie heroes. It featured a minute's silence during the broadcast as crowds held their phone torches high and the Sydney Opera House sails and Sydney Harbour Bridge were illuminated in a moving tribute.

John Williamson performed his iconic song *True Blue* while images of the bushfires, communities, volunteers and rescued wildlife were projected on the Sydney Opera House sails.



Australia Day in Sydney

Indigenous culture at the heart of everything we do

NAIDOC celebrations

Premier and Cabinet celebrated NAIDOC Week with the 2019 theme of 'Voice, Treaty, Truth'. To mark the start of NAIDOC Week, colleagues gathered for the unveiling of our new flag installation, which included the Aboriginal and Torres Strait Islander flags, followed by morning tea provided by the National Centre of Indigenous Excellence.

Cultural activities from the Tribal Warrior Aboriginal Corporation filled the week. These included dance performances, a talk by Donna Ingram, weaving and didgeridoo workshops, and sampling of bush tucker. This was an exciting opportunity for staff of all backgrounds to come together and learn more about local Aboriginal communities.

Delivering reparations to Stolen Generations

The department continued to work with the Stolen Generations Advisory Committee to implement the NSW Government's response to *Unfinished Business*, the NSW Parliament General Purpose Standing Committee's report on its inquiry into Stolen Generations reparations. The response recognises the long-term intergenerational impacts of forcible removal and former assimilation policies on Stolen Generations survivors, their families and communities.

The NSW Government's response includes a five-year Stolen Generations Reparations Scheme, which provides payments of up to \$75,000 and funeral assistance to Stolen Generations survivors. In 2019–20, 159 survivors received \$11.9 million in reparations payments.

Empowering Aboriginal communities

We are committed to partnering with Aboriginal organisations through Local Decision Making to improve service design, planning and delivery. We aim to transform the relationship between the NSW Government and Aboriginal communities to support greater decision-making and accountability at the local level. This allows Aboriginal communities to have a genuine voice in determining what and how services are delivered to their communities.

We supported several initiatives in 2019–20:

- In partnership with the NSW Coalition of Aboriginal Regional Alliances and the Australian National University, we released a blueprint to guide the work of local Aboriginal communities as they develop their own plans for the evaluation of the Local Decision Making OCHRE initiatives in their area.
- Two more alliances – the Western Sydney Aboriginal Regional Alliance and the La Pouse Aboriginal Community Alliance – became Local Decision Making sites, increasing the number of alliances across NSW to 10.
- We worked closely with the Barang Regional Alliance to support the delivery of the Empower Youth Summit held in February 2020. The summit facilitated conversations with 12 to 25-year-old Aboriginal and Torres Strait Islander people living on Darkinjung Country on matters of culture and identity, health and wellbeing, education, continual learning and employment. The information captured will be critical to driving the Barang three-year Youth Strategy to outline how the community plans to provide ongoing opportunities and support for young people on the Central Coast.

Kimberwalli Centre of Excellence

We supported the completion of refurbishment work at the Kimberwalli Centre in late 2019. This fulfils the NSW Government's commitment to establish an Aboriginal Centre of Excellence in Western Sydney. Kimberwalli is now fully staffed and delivering programs to community members.

Programs and services delivered at Kimberwalli are guided by the community-identified priorities



manuwi jam ya murong, Moogahlin
Performing Arts. Photo by Jamie James

of education, careers, culture, and social and emotional wellbeing, and to provide a number of post-school options for young Aboriginal people in Western Sydney.

Partnerships have been established with local Aboriginal organisations and corporate organisations such as Microsoft, LinkedIn and the University of Western Sydney. Kimberwalli hosted several community events in 2019 including ChangeFest, an Oztag sporting clinic and pilot programs with local high school students.

Calga Aboriginal Cultural Landscape

The department manages the NSW State Heritage Register, a register of places and items of particular importance to the people of NSW.

On 1 October 2019, Calga Aboriginal Cultural Landscape was recognised for its significance by being listed on the NSW State Heritage Register, having met all seven of the heritage significance criteria. The site is known for the exceptional social and spiritual importance of the Calga Women's Site and its associated cultural landscape to Aboriginal people as the sacred birthplace of the creation deity, the emu-man Daramulan.

This listing is a great achievement for supporters and community groups, who fought a 10-year legal battle in the NSW courts to save the site from mining, and then endured further litigation to have it permanently protected. The landscape is particularly revered by Aboriginal women as a link to their ancestors as well as a key resource for teaching future generations of Aboriginal children, particularly girls, about their culture and spirituality.

Aboriginal Languages Trust

We supported the establishment of the Aboriginal Languages Trust and Aboriginal Languages Trust Board under the *Aboriginal Languages Act 2017* to provide a focused, coordinated and sustained effort in relation to Aboriginal languages activities – locally, regionally and statewide.

The Aboriginal Languages Trust Board directs the work of the Trust. The inaugural nine-member board commenced its five-year term on 9 March 2020. The board is made up of Aboriginal community members with expertise, knowledge and experience in language learning and revitalisation.



Performers at the WugulOra Morning Ceremony on Australia Day

Aboriginal Languages Community Investments Program

In 2020, through the Aboriginal Languages Community Investments Program, we provided one-off funding and resourcing to Aboriginal community organisations and groups to support them to nurture Aboriginal languages in communities across NSW.

The funding supported eligible, not-for-profit Aboriginal organisations and groups with their language activities, consistent with the objectives of the *Aboriginal Languages Act 2017*. In 2020, \$299,922 was awarded to seven Aboriginal community organisations and groups.

Supporting the NDIS to provide services to more people

Premier and Cabinet led the NSW Disability Board, which coordinates efforts to make the National Disability Insurance Scheme (NDIS) a quality service for people with disability in NSW. The board has oversight across all NSW Government agencies. The board has driven increases in NSW NDIS participant numbers (to 121,563 at 31 March 2020¹) and supported improvements in quality safeguards. For example, the board oversaw the development of new safeguards for people with disability that aim to reduce and eliminate the use of restrictive practices.

¹ NSW Performance Dashboard as at 31 March 2020, National Disability Insurance Agency, www.ndis.gov.au/about-us/publications/quarterly-reports

Leading the pilot phase of the National Disability Data Asset

Premier and Cabinet led the National Disability Data Asset pilot agreed by the Australian Data and Digital Council to improve the resilience and adaptability of service systems and deliver better policy outcomes for people with disability. The pilot, which involves data and digital collaborations across state and federal governments, is designing an enduring data asset to provide a holistic, person-centred view of services and outcomes for the one in five Australians living with disability. It will deliver actionable insights for governments, the disability community and people with disability through data science and digital experiences.

Enabling public access to our state's heritage

The department is committed to delivering world-class customer service through improving service delivery and digital innovation. Two projects were launched in 2019-20:

- A new Heritage NSW website was launched in May 2020, with a customer-centred approach to integrating historic heritage and Aboriginal cultural heritage seamlessly. The site improves public access to heritage databases, directories, publications and resources collections. A modern content management system underpins the website, with improved web accessibility responsive to mobile devices.
- Following the digitising of more than 10,000 conservation management plans and heritage impact statement records, an online digital heritage library catalogue was launched in November 2019. Improvements to the system allow customers to perform sophisticated searches for a variety of queries and gain access to reports and documents independently. This simple and easy-to-use online catalogue has made the application and proposal process quicker to complete.

Promoting a virtual Make Music Day 2020

We partnered with the Live Music Office and Australian Music Association to facilitate and promote Make Music Day on 21 June 2020 – the

international festival of music in the everyday. Due to restrictions on gatherings, the event was held online. We leveraged partnerships with government departments and arts and cultural organisations to broker relationships and produce livestreamed and pre-recorded performances. This involved musicians, singers and songwriters from Sydney Symphony Orchestra, Street University, Western Sydney University, TAFE Eora College and musicians supported by local councils across NSW. Venues involved included Sydney Opera House, the Art Gallery of NSW, the Australian Botanic Garden Mount Annan and Cockatoo Island.

Sydney Metro Southwest Public Art partnership

Premier and Cabinet worked in partnership with Sydney Metro on the Southwest Public Art Project. The project broadens investment in arts and culture through a cross-government collaboration. Our contribution included providing advice in public art governance and enabling best practice, including the delivery of the expression of interest process, strategic communications and artist support. An expert panel shortlisted 20 artists to submit detailed concept designs celebrating First Nations heritage interpretation, local stories and community. Two train stations, Canterbury and Punchbowl, were identified as specific sites for Indigenous heritage interpretation and the commissions will be undertaken by First Nations artists.

Screen investment

NSW is the home of the Australian screen industry, accounting for nearly 60 per cent of production. In 2019-20, the NSW Government invested \$23.5 million in screen activities, including \$18 million through the Made in NSW Fund and \$5.5 million under the Production Finance program. This investment contributes significantly to the NSW economy. The Made in NSW initiative has provided \$40 million in funding to attract the production of films and high-end television dramas, funding 18 local drama series including *The Commons*. Made in NSW also attracted eight large-scale international productions including *Peter Rabbit 2*, *The Invisible Man* and Marvel productions *Shang Chi and the Legend of the Ten Rings* and *Thor: Love and Thunder*.



Behind the scenes of *Total Control*.
Photo by John Platt. Image: Create NSW

People and culture

Maintaining a COVID Safe workplace

The COVID-19 pandemic has resulted in the need for us all to adjust to live and work differently. The evolving and ongoing nature of the pandemic requires us to be agile and responsive. The department's approach to creating and maintaining a COVID Safe workplace includes:

- having a COVID-19 Safety Plan and being registered as a COVID Safe business
- factoring in the health orders and advice from SafeWork NSW and NSW Health in developing our guidelines, physical distancing, good hygiene, proactive workplace planning and communication for each worksite
- individual work-from-home arrangements alongside a workforce planning approach to ensure business continuity, clarity and assurance
- facilitating online remote capability for all forms of meeting, training and group activities.

Leading a flexible and agile workforce

Premier and Cabinet leads the sector with a strong flexible and agile working culture that is embedded into the fabric of the organisation. This has allowed the department to be resilient to change and more easily alter how we work to maintain productivity and continue to deliver for the people of NSW.

Using behavioural insights and other data, Premier and Cabinet's flexible working model allows the organisation to rethink where, when and how people work, while managing performance against outcomes. Our senior leaders lead by example and drive department-wide initiatives, which has been vital to our success. We operate under a people-centred approach that incorporates care for self, care for family and care for community.

The department has led the sector in successfully accelerating change in this space, with an employee flexible working satisfaction score increase from 69 per cent in 2016 to 86 per cent in 2019 – 27 percentage points higher than the average of the rest of the public sector.



The safety and wellbeing of our people is more critical than ever. During 2019–20, large periods of unprecedented change required us all to reconsider the way we work and live our lives. At Premier and Cabinet, we are committed to creating a safe environment and supporting our people as we get used to new ways of working and looking after our physical and mental health.

The results of a pulse survey conducted in May 2020 reflected how well staff have maintained engagement, productivity and wellbeing during the COVID-19 pandemic:

- Overall, engagement increased or remained steady across the department.
- 92 per cent of employees reported their workload remained the same or increased during this period.
- The mental health and wellbeing of employees remained 'healthy' through the period of COVID-19 with a seven-point Wellbeing Satisfaction average.

The information gathered from this survey will inform how the department continues to evolve the way we work to empower our people to deliver better outcomes for NSW.



Responding to the 2019 People Matter Employee Survey

In the 2019 People Matter Employee Survey (PMES) the department recorded an employee engagement score of 67, which was higher than the NSW public sector as a whole.

The department took a number of actions in response to the results including:

- continuing to support flexible work through mandatory manager training, integrating flexible work into all aspects of the employee life cycle and undertaking initiatives to turbo-charge flex through vertical job shares
- driving actions from the Diversity and Inclusion Strategy with initiatives such as developing guidelines for inclusive meetings, participating in disability employment programs, supporting the employee-led Diversity and Inclusion Network, running targeted employment programs and continuing to support mandatory training on inclusive leadership
- forming an employee-led committee with membership representative of all grades, diversity groups, ages, teams and gender to generate ideas about changing behaviours to 'shift the dial' on all aspects of respectful behaviour
- ensuring the PMES results and updates on subsequent improvement strategies were shared across all teams and branches.

Learning and development

Our continued investment in learning opportunities is guided by the Learning and Development Strategy. The strategy builds individual and organisational capabilities to support the NSW Government to deliver on its priorities. The department continued to support the development of its leaders to build a world-class public service. In 2019-20, all new managers were assigned training in the Inclusive Leadership and iLead FlexABILITY programs:

- iLead FlexABILITY supports leaders to understand the business case for flexibility and empowers them with the leadership capability and confidence to manage a flexible team.
- Inclusive Leadership empowers leaders to explore implicit assumptions and prejudgments to improve their motivation to work with and empower diverse groups.

Additionally, we continued to improve our employee experience by implementing a weekly induction program to provide a high-quality and consistent onboarding experience for new starters. We also continued to embed a strong learning and development culture by delivering the following programs and workshops:

- Leadership Program
- Respectful Workplaces
- Performance Development Framework
- Plain English
- LinkedIn Learning Online Library
- Grace Papers – Empowering Working Parents to Thrive
- Affiliate membership to the Institute of Public Administration Australia.

To ensure the health and safety of all during the COVID-19 pandemic, office-based training was transferred to a range of online platforms, creating a suite of virtual classrooms.

The department continued to participate in the NSW Government Graduate Program, recognising the importance of providing graduates with central agency experience. The award-winning sector-wide program supports and nurtures entry-level graduates, providing them with an 18-month experience working across different NSW Government agencies. A role is offered to each graduate on successful completion of the program.

Workforce diversity

Premier and Cabinet is committed to building a talented, responsive and inclusive workforce that reflects the diversity of the people of NSW. This means valuing the contribution and participation of people with different life and work experiences, and using a wide range of expertise, perspectives and innovative ideas to deliver better outcomes.

Implementing the Diversity and Inclusion Strategy

Premier and Cabinet's three-year Diversity and Inclusion Strategy is now at its halfway point and is on track to meet its key deliverables in the action plan. A dedicated Diversity and Inclusion specialist was appointed to drive the implementation and delivery of the strategy, which aligns to the Premier's Priority to be a world-class public service. The strategy for the department incorporates its multicultural plan in line with the *Multicultural NSW Act 2000*.

During the second half of its term, the strategy will continue to focus on improving the Diversity and Inclusion maturity model. This demonstrates a transition from programmatic initiatives to leader-led strategies that incorporate inclusion at every stage of the employee experience, as well as mental health and wellbeing initiatives.

Diversity and Inclusion Network

The Diversity and Inclusion Network is an employee-led network that seeks to drive initiatives that value, celebrate and promote respect for individual differences across the department.

2019-20 saw the establishment of eight workstreams: Disability and Accessibility, Flexible Work, Pride, Mental Health, Microaggressions, Reconciliation Action Plan, Refugee Sector Network and Respectful Relationships.

Work undertaken by the network this year included:

- launching DAIN Pride and participating in the establishment of the NSW Government LGBTIQ+ Network





- releasing a Words at Work video highlighting the impact of microaggressions in the workplace and an accompanying digital toolkit to help make inclusive language the norm
- launching the Rainbow Waratah logo
- Premier and Cabinet marching in the Sydney Gay and Lesbian Mardi Gras for the first time behind a giant rainbow waratah, celebrating 'What Matters' to the LGBTQIA+ community and our rainbow colleagues. This year was the first time the event was streamed live internationally
- promoting key events such as Wear It Purple Day, Mental Health Awareness Month, International Day of People with Disability, Auslan beginners' course, International Women's Day, Inclusion Month, National Reconciliation Week, International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), Pride Month and Refugee Week.

These events reflect our commitment to inclusivity and diversity within the department and across the NSW public sector.

People with disability

The Disability Action Plan has been incorporated into the three-year overarching Diversity and Inclusion Strategy.

In 2019-20, the department continued to participate in the 'Stepping Into' internship program, hosted through the Australian Network on Disability. This program offers talented students with disability the opportunity to take part in meaningful work while developing key skills and work experience. The department offered two internships and will continue to support this initiative as part of its commitment to diversity and inclusion.

Four executive directors from the department completed the Inclusive Leadership Certification Program, funded through the NSW Public Service Commission. The program is focused on inclusive outcomes for people with disability.



Allies for equality

The Secretaries Board partnered with the Male Champions of Change initiative across the public sector. Within the department, the Secretary met with employees to conduct listen and learn sessions, which provided insights and suggestions that formed five key areas of action:

- Flexible working
- Parental leave
- Culture and diversity
- Recruitment
- Professional development and career pathways.

These action areas have been integrated into our Diversity and Inclusion Strategy.

Aboriginal employment

Premier and Cabinet is meeting the Premier's Priority of having a world-class public service by increasing the number of Aboriginal people in senior executive roles. As an aspirational stretch target, the department aims to increase Aboriginal senior leader roles to 20 by 2027. The department is continuing to develop and pilot various initiatives to meet this target, with a focus on increasing the talent pipeline.

CareerTrackers

We continue to offer internships to Indigenous students through the CareerTrackers Indigenous Internship Program. The program is a national not-for-profit organisation supporting the long-term career aspirations of Aboriginal and Torres Strait Islander university students. CareerTrackers engages students during their study and links them with employers who offer a paid internship. The aim is to prepare students for success at university, in their chosen profession and in their respective communities. The department offered a return placement in the Premier's Implementation Unit as an ongoing opportunity.

Jawun secondment program

Jawun is a not-for-profit organisation that manages secondments from public sector agencies and corporate Australia to a range of Indigenous partner organisations in communities across the country.

The NSW Government's partnership with Jawun began in 2015 with a pilot program across Premier and Cabinet, and Treasury. Since then, 22 staff from the department have participated in six-week secondment opportunities in Indigenous organisations located in inner Sydney, the Central Coast and Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Lands. The Jawun pilot program was deemed successful and from 2020 became available to all public sector employees through the Public Service Commission.

Young Professionals Network

The department's Young Professionals Network (YPN) is made up of enthusiastic and motivated staff who are keen to build and develop professional relationships, skills and networks across the department, cluster and wider sector. YPN is made up of streams including Professional Development, Communication and Engagement, Volunteering and Health, Wellbeing and Social. The network enables staff to:

- participate in professional development, mentoring, training and other networking activities
- shadow senior executives including the Secretary as a development prospect
- access openings outside of the team/branch structure or day-to-day routine
- engage and voice their new ideas to help shape the future of the department.

YPN continues to:

- run its successful public speaking club, building capabilities in speaking, debating and presentation skills
- support events around health and wellbeing including the department's running club and soccer club
- collaborate with other departments to run cross-agency events
- contribute in the NSW public sector by planning quarterly meetings of the NSW Young Public Service Leaders Network.



Workplace health and safety

We are committed to the health, safety and wellbeing of the employees and community members we work with and provide services for. As part of meeting this commitment during 2019–20, the department:

- ensured all new employees completed the Work Health and Safety (WHS) e-learning module
- refreshed our WHS Committee, providing training to ensure all committee members are aware of their WHS obligations
- ran numerous health and wellbeing initiatives, including the corporate fitness program
- provided influenza vaccinations, staff sponsorship in the JP Morgan Corporate Challenge, and free lunchtime yoga and pilates classes
- promoted the Employee Assistance Program to enhance the emotional and psychological wellbeing of all employees
- conducted annual auditing and replenishment of first-aid kits and defibrillators in all metropolitan and regional office locations
- continued to contribute to a sector-wide planning group to achieve targets in the 2022 WHS Roadmap, which seeks to reduce serious injuries and fatalities for all workers
- developed the Work Health and Wellbeing Framework with a focus on social connection and physical, mental and financial wellbeing
- revamped and strengthened the employee intranet pages with detailed information and resources on work health, safety and wellbeing
- established safe working practices and principles in line with current NSW Health guidelines to ensure the health and safety of all during the COVID-19 pandemic, including information and guidance to staff and managers.

Claims and reports

Compensation claims as at 30 June 2020

Year	Premiums paid (\$)	Claims lodged	Open claims
2010–2011	487,700	17	3
2011–2012	491,930	17	11
2012–2013	437,498	7	14
2013–2014	506,438	10	13
2014–2015	423,355	5	5
2015–2016	254,797	3	5
2016–2017	282,471	11	10
2017–2018	261,290	5	7
2018–2019	306,321	3	4
2019–2020	1,917,602	9	10

Accidents and incidents reported in 2019–2020

Cause type	Count
Slip/trip/fall (at work)	32
Slip/trip (journey/recess)	0
Lifting	5
Cuts/burns	10
Driving/car related	11
Psychological	1
Ergonomic	5
Other*	68
Total	132

* The 'Other' category includes a range of general accidents and incidents that cannot be readily defined by the preceding identified cause types. Examples include minor near misses, reports by external visitors, and other undefined general incidents or illnesses.



**Department of Premier and Cabinet
Certification of the Financial Statements
for the year ended 30 June 2020**

I state, pursuant to section 45F of the *Public Finance and Audit Act 1983*:

- 1) The financial statements of the Department of Premier and Cabinet for the year ended 30 June 2020 have been prepared in accordance with:
 - a) Australian Accounting Standards (which include Australian Accounting Interpretations)
 - b) the requirements of the *Public Finance and Audit Act 1983* and the *Public Finance and Audit Regulations 2015*;
 - c) Treasurer's Directions issued under the Act.
- 2) The financial statements exhibit a true and fair view of the financial position and the financial performance of the Department of Premier and Cabinet; and
- 3) There are no circumstances which would render any particulars in the accounts to be misleading or inaccurate.

A handwritten signature in black ink, appearing to read 'Tim Reardon'.

Tim Reardon
Secretary
9 October 2020



INDEPENDENT AUDITOR'S REPORT

Department of Premier and Cabinet

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Department of Premier and Cabinet (the Department), which comprise the Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2020, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Department in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements for the year ended 30 June 2020. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, I do not provide a separate opinion on these matters.

Key Audit Matter	How my audit addressed the matter
Grants and subsidies expenses	
<p>In 2019–20 the Department’s grants and subsidies expenses totalled \$1.3 billion including \$1 billion in grants to Premier and Cabinet cluster agencies.</p> <p>I consider this to be a key audit matter because of the:</p> <ul style="list-style-type: none"> • financial significance of grants and subsidies • significant increase in the number of grants managed by the Department as a result of Machinery of Government changes • diversity of grant recipients including NSW Government agencies, NSW local councils, and non-government organisations, along with a variety of grants terms and conditions. <p>Further information on the grants and subsidies expenses is disclosed in Note 2 (d).</p>	<p>Key audit procedures included the following:</p> <ul style="list-style-type: none"> • obtained an understanding of the system, processes and key controls supporting grants administration and management • assessed the accuracy and completeness of source data from key systems • selected a sample of grant expense transactions and: <ul style="list-style-type: none"> – agreed transactions to supporting documentation such as approved agreements – agreed to supporting acquittals/progress reports to ensure validity of payments – assessed that transaction recording was in the correct period – sighted approvals for payments – assessed compliance with conditions and relevant milestones.
Machinery of Government (MoG) Changes	
<p>Three Administrative Arrangement Orders, effective on 1 July 2019, resulted in:</p> <ul style="list-style-type: none"> • functions and staff, together with associated assets and liabilities being transferred to the Department from various agencies including the Department of Education, Office of Environment and Heritage, Treasury and the former Department of Planning and Environment • functions and staff, together with associated assets and liabilities being transferred out from the Department to various agencies including the Department of Planning, Industry and Environment, Treasury, Department of Customer Services, Infrastructure NSW, Department of Communities and Justice, and the Greater Sydney Commission. <p>I consider this to be a key audit matter because:</p> <ul style="list-style-type: none"> • the values of assets and liabilities transferred to and from the Department as a result of the MoG changes is financially significant to the Department 	<p>Key audit procedures included the following:</p> <ul style="list-style-type: none"> • obtained an understanding of how: <ul style="list-style-type: none"> – staff, assets and liabilities were identified and transferred among agencies – financial data was aggregated between transferred in agencies to the Department’s financial statements – financial data was extracted from the systems used to prepare the Department’s financial statements • assessed the reasonableness of the fair value of assets and liabilities transferred into and out of the Department • reviewed delegation instruments to ensure they were up to date and reflect the Department’s structure • evaluated the design and implementation of relevant controls for all key business and accounting processes, and tested the operating effectiveness of key controls for payroll and expenditure processes • obtained inter-entity confirmations for transferred/split functions, funds and activities

Key Audit Matter**How my audit addressed the matter**

- of the complexity and judgement involved in assessing the completeness and accuracy of the:
 - transfer of assets and liabilities at fair value
 - migrated financial data
 - aggregation exercise undertaken by the Department of separate ledgers.
- MoG changes could significantly disrupt and create gaps in the Department's internal control environments.

- reviewed the appropriateness of the disclosures in the financial statements arising from the MoG changes.

Details on the MoG changes and the recognition and measurement of assets and liabilities are disclosed in Note 1(n)(iv) and Note 18 respectively.

Other Information

The Department's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Secretary of the Department is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Secretary.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

Secretary's Responsibilities for the Financial Statements

The Secretary is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Secretary determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the Department's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar6.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Department carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Margaret Crawford

Auditor-General for New South Wales

13 October 2020

SYDNEY

**Financial Statements of
Department of Premier and Cabinet
(ABN 34 945 244 274)
for the year ended 30 June 2020**

**Department of Premier and Cabinet
Statement of Comprehensive Income for the year ended 30 June 2020**

		Budget	Actual	Actual
		2020	2020	2019
	Notes	\$000	\$000	\$000
Expenses excluding losses				
Operating expenses				
Employee related expenses	2(a)	211,376	224,392	158,194
Other operating expenses	2(b)	77,587	84,137	86,023
Depreciation and amortisation expense	2(c)	33,609	29,509	9,008
Grants and subsidies	2(d)	1,083,107	1,288,268	297,131
Finance costs	2(e)	3,407	6,333	139
Total expenses excluding losses		1,409,086	1,632,639	550,495
Revenue				
Appropriation	3(a)	1,520,538	1,700,543	479,246
Sale of goods and services	3(b)	44,791	43,048	8,008
Grants and contributions	3(c)	214,461	141,663	49,669
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	3,618	8,623	5,724
Other revenue		15,272	----	----
Total revenue		1,798,680	1,893,877	542,647
Operating result		389,594	261,238	(7,848)
Gain / (loss) on disposal	4	----	(2,854)	----
Other gains / (losses)	5	----	(34,954)	(25)
Net Result		389,594	223,430	(7,873)
Other comprehensive income				
<i>Items that will not be reclassified to net result in subsequent periods</i>				
Net increase/(decrease) in property, plant & equipment revaluation surplus	9	----	8,456	1,688
Total other comprehensive income		----	8,456	1,688
Total comprehensive income		389,594	231,886	(6,185)

The accompanying notes form part of these financial statements.

Department of Premier and Cabinet
Statement of Financial Position as at 30 June 2020

	Notes	Budget 2020 \$000	Actual 2020 \$000	Actual 2019 \$000
Assets				
Current Assets				
Cash and Cash Equivalents	7	20,894	72,643	2,516
Receivables	8	9,281	45,483	14,011
Total Current Assets		30,175	118,126	16,527
Non-Current Assets				
Property, Plant and Equipment	9			
- Land and buildings		1,091,931	830,759	137,121
- Plant and equipment		36,932	8,464	6,817
- Leasehold Improvements		----	26,431	28,592
- Heritage and Cultural Assets		----	8,501	8,192
Total property, plant and equipment		1,128,863	874,155	180,722
Right-of-use assets	10	----	198,481	----
Intangible Assets	11	8,639	3,793	2,994
Total Non-Current Assets		1,137,502	1,076,429	183,716
Total assets		1,167,677	1,194,555	200,243
Liabilities				
Current Liabilities				
Payables	14	23,179	88,431	24,069
Borrowings	15	14,731	13,823	----
Provisions	16	17,188	25,386	16,453
Other	17	4,174	10,504	3,941
Total Current Liabilities		59,272	138,144	44,463
Non-Current Liabilities				
Borrowings	15	100,630	246,743	----
Provisions	16	6,182	7,236	6,290
Other	17	20,263	750	23,381
Total Non-Current Liabilities		127,075	254,729	29,671
Total Liabilities		186,347	392,873	74,134
Net Assets		981,330	801,682	126,109
Equity				
Reserves	18	945,431	44,354	35,898
Accumulated Funds		35,899	757,328	90,211
Total Equity		981,330	801,682	126,109

The accompanying notes form part of these financial statements.

Department of Premier and Cabinet
Statement of Changes in Equity for the year ended 30 June 2020

	Notes	Accumulated Funds \$000	Asset Revaluation Surplus \$000	Total \$000
Balance at 1 July 2019		90,211	35,898	126,109
Net result for the year		223,430	-----	223,430
Other comprehensive income:				
Net change in revaluation surplus of property, plant and equipment		-----	8,456	8,456
Total other comprehensive income		-----	8,456	8,456
Total comprehensive income for the year		223,430	8,456	231,886
Transactions with owners in their capacity as owners				
Increase / (decrease) in net assets from equity transfers	18	443,687	-----	443,687
Balance at 30 June 2020		757,328	44,354	801,682

	Notes	Accumulated Funds \$000	Asset Revaluation Surplus \$000	Total \$000
Balance at 1 July 2018		98,084	34,210	132,294
Net result for the year		(7,873)	-----	(7,873)
Other comprehensive income:				
Net change in revaluation surplus of property, plant and equipment		-----	1,688	1,688
Total other comprehensive income		-----	1,688	1,688
Total comprehensive income for the year		(7,873)	1,688	(6,185)
Transactions with owners in their capacity as owners				
Increase / (decrease) in net assets from equity transfers	18	-----	-----	-----
Balance at 30 June 2019		90,211	35,898	126,109

The accompanying notes form part of these financial statements.

Department of Premier and Cabinet
Statement of Cash Flows for the year ended 30 June 2020

	Notes	Budget 2020 \$000	Actual 2020 \$000	Actual 2019 \$000
Cash flows from operating activities				
Payments				
Employee related		(205,276)	(210,434)	(152,905)
Grants and subsidies		(1,083,107)	(1,288,267)	(297,139)
Finance costs		(3,372)	----	----
Other		(183,649)	(181,546)	(96,784)
Total payments		(1,475,404)	(1,680,247)	(546,828)
Receipts				
Appropriations (excluding equity appropriations)		1,520,538	1,700,543	477,731
Sale of goods and services		42,810	60,603	8,920
Grants and contributions		213,868	141,499	53,715
Reimbursements from the Crown Entity		----	2,814	1,890
Other		21,097	----	----
Total receipts		1,798,313	1,905,459	542,256
Net cash flows from operating activities	21	322,909	225,212	(4,572)
Cash flows from investing activities				
Purchases of property, plant and equipment		(291,798)	(134,560)	(6,400)
Purchases of intangibles		(3,530)	(827)	(1,208)
Net cash flow from investing activities		(295,328)	(135,387)	(7,608)
Cash flows from financing activities				
Repayment of borrowings and advances		----	----	----
Payment of principal portion of lease liabilities		(13,815)	(20,871)	----
Net cash flows from financing activities		(13,815)	(20,871)	----
Net increase / (decrease) in cash and cash equivalents		13,766	68,954	(12,180)
Opening cash and cash equivalents		5,156	2,516	14,696
Cash transferred in/(out) as a result of administrative restructuring	18	1,972	1,173	----
Closing cash and cash equivalents	7	20,894	72,643	2,516

The accompanying notes form part of these financial statements.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies

(a) Reporting entity

The Department of Premier and Cabinet (the Department) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Department is a not for profit entity (as profit is not its principal objective) and it has no cash generating units.

On 1 July 2019 changes to the Department under Administrative Arrangements (Administrative Changes—Public Service Agencies) Order 2019, Administrative Arrangements (Administrative Changes—Public Service Agencies) Amendment Order 2019 and Administrative Arrangements (Administrative Changes - Miscellaneous) Order 2019 resulted in the Countering Violent Extremism unit, City Deal Delivery Office, Customer, Behavioural Insights & Delivery unit and Regional Group transferring out of the Department, with the Employee Relations branch, Aboriginal Affairs NSW, Heritage branch and Arts branch transferring in to the Department.

Details of increases /decreases in Net Assets from these equity transfers are contained in Note 18.

These financial statements for the year ended 30 June 2020 have been authorised for issue by the Secretary on 9 October 2020.

(b) Basis of preparation

The Department's financial statements are general purpose financial statements which have been prepared on an accrual basis in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983 (the Act) and Public Finance and Audit Regulation 2015* and
- Treasurer's Directions issued under the Act.

The Department's financial statements have been prepared on a going concern basis, which contemplates the continuity of normal operating activity and the realisation of assets and the settlement of liabilities in the normal course of operations. The Department held cash on hand and at bank as at 30 June 2020 of \$72,643k. As at 30 June 2020 the Department had a net working capital deficit of \$20,656k.

This indicator is only one of a variety of indicators used in assessing the going concern assumption. The Department is funded directly from the Consolidated Fund on a cash flow needs basis and should only hold unrestricted cash balances to cover its immediate operational requirements. Consideration should also be taken of the allocated budget and the ongoing support of the State of New South Wales.

The Department receives its funding under appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Act for that year. Due to COVID-19, the State Budget and related 2020-21 Appropriation Bill has been delayed and is anticipated to be tabled in Parliament in November or December 2020. However, pursuant to section 4.10 of the GSF Act, the Treasurer has authorised Ministers to spend specified amounts from Consolidated Fund. This authorisation is current from 1 July 2020 until the earlier of 31 December 2020 (or another day prescribed by the regulations) or enactment of the 2020-21 annual Appropriations Act.

Property, plant and equipment are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention, except as otherwise specified.

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Department's presentation and functional currency.

(c) Statement of compliance

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

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(d) Insurance

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

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

Income, expenses and assets are recognised net of the amount of GST, except that 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 and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(f) Income recognition

Until 30 June 2019, income is recognised in accordance with AASB 111 Construction Contracts, AASB 118 Revenue and AASB 1004 Contributions.

From 1 July 2019, income is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15 Revenue from Contracts with Customers. Comments regarding the accounting policies for the recognition of income are discussed below.

(i) Parliamentary appropriations

Until 30 June 2019, except as specified below, appropriations are recognised as income when the Department obtains control over the assets comprising the appropriations. Control over appropriations is normally obtained upon the receipt of cash.

Appropriations are not recognised as income in the following circumstances:

- 'Equity appropriations' to fund payments to adjust a for-profit entity's capital structure are recognised as equity injections (i.e. contribution by owners) on receipt and equity withdrawals on payment to a for-profit entity.
- Lapsed appropriations are recognised as liabilities rather than income, as the authority to spend the money lapses and the unspent amount is not controlled by the department.
- The liability is disclosed in Note 17 as part of 'Current liabilities - Other'. The liability will be extinguished next financial year through the next annual Appropriations Act.

After AASB 15 and AASB 1058 became effective on 1 July 2019, the treatment of appropriations remains the same, because appropriations do not contain an enforceable sufficiently specific performance obligation as defined by AASB 15.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(f) Income recognition (continued)

(ii) Rendering of services

Until 30 June 2019

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

From 1 July 2019

Revenue from rendering of services is recognised when the Department satisfies the performance obligation by providing the promised services. The payments are typically due 30 days from an invoice being raised.

(iii) Grants

Until 30 June 2019

Income from grants (other than contribution by owners) is recognised when the Department obtains control over the contribution. The Department is deemed to have assumed control when the grant is received or receivable.

Contributions are recognised at their fair value. Contributions of services are recognised when and only when a fair value of those services can be reliably determined and the services would be purchased if not donated.

From 1 July 2019

Revenue from grants is recognised based on the grant amount specified in the funding agreement/funding approval, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

Income from grants without sufficiently specific performance obligations is recognised when the Department obtains control over the granted assets (e.g. cash). Revenue from grants with sufficiently specific performance obligations is recognised as when the Department satisfies a performance obligation by transferring the promised services. The Department typically receives grants in respect of administrative related projects. The Department uses various methods to recognise revenue over time, depending of the nature and terms & conditions of the grant contract. The payments are typically based on agreed timetable or on achievement of different milestones set up in the grant agreement.

(g) Property, plant and equipment

(i) Acquisitions of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. 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.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition - see also assets transferred as a result of an equity transfer - Note 1(n).

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(g) Property, plant and equipment (continued)

(ii) Capitalisation thresholds

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

(iii) Major inspection costs

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

(iv) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site to the original condition is included in the cost of an asset, to the extent it is recognised as a liability. The liability is carried at present value of future estimated costs discounted using the government bond rate. The unwinding of the discount is recognised as finance costs in the statement of comprehensive income.

(v) Maintenance

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

(vi) Depreciation of property, plant and equipment

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

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

Land is not a depreciable asset. Certain heritage assets including original artworks and collections and heritage buildings may not have a limited useful life because appropriate curatorial and preservation policies are adopted. The decision not to recognise depreciation for these assets is reviewed annually.

The following depreciation rates have been adopted:

Category of Assets	2020	2019
	Depreciation Rates	Depreciation Rates
<i>Depreciation</i>		
Buildings	0% - 2%	0% - 2%
Office furniture and fittings	10%	10%
Computer equipment	20% - 50%	25%
General plant and equipment	14% - 33%	14% - 33%
<i>Amortisation</i>		
The following amortisation rates have been adopted:		
Leasehold improvements (over the period of the lease)	8.33% - 25%	8.33% - 25%

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(g) Property, plant and equipment (continued)

(vii) 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 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 9 and Note 12 for further information regarding fair value.

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The Department conducts a comprehensive revaluation at least every three years for its land and buildings where the market or income approach is the most appropriate valuation technique and at least every five years for other classes of property, plant and equipment.

As a result of machinery of Government changes assets have transferred in from different entities and the last comprehensive revaluation of assets were conducted at various intervals from 2018 to 2020. Government House was revalued at 31 March 2020, with land and buildings asset values increasing by \$19m, or 15% from the last comprehensive revaluation in 2017. The Department will align asset revaluation cycles for different asset classes, resulting from machinery of government changes. Refer to Note 12 (b) for further details. Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. The Department has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

When revaluing non current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets valued using other valuation techniques, 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 recognised in other comprehensive income and credited to revaluation surplus in equity, 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 net result, the increment is recognised immediately as revenue in the net result.

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

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 revaluation surplus in respect of that asset is transferred to accumulated funds. The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(g) Property, plant and equipment (continued)

(viii) Impairment of property, plant and equipment

As a not for profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal are material. Specifically, impairment is unlikely for not for profit entities given that AASB 136 modifies the recoverable amount test for non cash generating assets of not for profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

The Department assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Department estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

(h) Leases

The Department leases various properties, equipment and motor vehicles. Lease contracts are typically made for fixed periods of 1 to 10 years, but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Department does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Department and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

Right-of-use assets are initially measured at the amount of initial measurement of the lease liability, adjusted by any lease payments made at or before the commencement date, lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site. The right-of use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The right-of use assets are also subject to impairment. The Department assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Department estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

The Department has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less.

An operating lease is a lease other than a finance lease. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of comprehensive income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised over the lease term on the same basis as rental income.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(i) 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. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Department's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

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

The Department's intangible assets consist of internally developed software and software licences. Software is amortised using the straight line method over a period between 3 and 5 years. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

(j) Borrowings

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Finance lease liabilities are determined in accordance with AASB 117 until 30 June 2019. From 1 July 2019, lease liabilities are determined in accordance with AASB 16 and disclosed as borrowings.

(k) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in the net result.

The Department determines the classification of its financial assets and liabilities at initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(k) Financial Instruments (continued)

(i) Financial assets

Receivables

- Recognition and Measurement

All 'regular way' purchases or sales of financial asset are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

- *Subsequent measurement under AASB 9*

The Department holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

The Department recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Department expects to receive, discounted at the original effective interest rate.

For trade receivables, the Department applies a simplified approach in calculating ECLs. The Department recognises a loss allowance based on lifetime ECLs at each reporting date. The Department has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

(ii) Financial liabilities

Financial liabilities are classified as 'at amortised cost'.

Financial liabilities at amortised cost (including borrowings and trade payables)

Financial liabilities at amortised cost are initially measured at fair value, net of transaction costs. These are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

Payables represent liabilities for goods and services provided to the Department and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables relating to grant payments are recognised when the legal obligation to pay occurs. Grant and subsidies expense generally comprise contributions in cash or in kind to various local government authorities and not-for-profit community organisations to support their objectives and activities. The grant and subsidies are expensed on the transfer of the cash or assets. The transferred assets are measured at their fair value.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(k) Financial Instruments (continued)

(iii) De-recognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Department transfers the financial asset:

- where substantially all the risks and rewards have been transferred or
- where the Department has not transferred substantially all the risks and rewards, if the Department has not retained control.

Where the Department has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Department's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(l) Employee benefits

(i) Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Department has assessed the actuarial advice based on the Department's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Department does not expect to settle the liability within 12 months as the Department does not have an unconditional right to defer settlement.

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.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(l) Employee benefits (continued)

(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 of expected future payments to be made in respect of services provided up to the reporting date in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 18/13) 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 (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(iii) Consequential on-costs

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

(m) Provisions

Provisions are recognised 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. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Any provisions for restructuring are recognised only when the Department has a detailed formal plan and it 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.

If the effect of the time value of money is material, provisions are discounted at 0.87% in 2020 (1.78% in 2019), which is a pre tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of discount rate) is recognised as a finance cost.

(n) Equity and reserves

(i) Revaluation surplus

The asset revaluation reserve is used to record increments and decrements on the revaluation of non current assets. This accords with the Department's policy on the revaluation of property, plant and equipment as discussed in Note 1 (g) (vii).

(ii) Accumulated Funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(n) Equity and reserves (continued)

(iii) Reserves

Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or AAS (e.g. revaluation surplus and foreign currency translation reserve).

(iv) 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 and 'equity appropriations' are designated or required by Australian Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with AASB 1004 Contributions and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not for profit entities and for profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to the paragraph below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the Department recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the Department does not recognise that asset. Refer to Notes 6, 9 and 18 for details on equity transfers.

(o) Trust funds

The Department holds money in Miscellaneous Trust Funds which are used for Unclaimed Wages and Public Trust. As the Department performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the Department's own objectives, these funds are not recognised in the financial statements. Refer to Note 22.

(p) Fair value hierarchy

A number of the Department's accounting policies and disclosures require the measurement of fair value, for both financial and non financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Department categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the Department can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

The Department recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Refer Note 12 for further disclosures regarding fair value measurements of financial and non financial assets.

(q) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budget amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained in Note 20.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(r) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(s) Changes in Accounting Policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in FY19-20

The Department applied AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of Not-for-Profit Entities, and AASB 16 Leases for the first time. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

Several other amendments and interpretations apply for the first time in FY2019-20, but do not have an impact on the financial statements of the entity.

AASB 15 Revenue from Contracts with Customers

AASB 15 supersedes AASB 111 Construction Contracts, AASB 118 Revenue and related Interpretations and it applies, with limited exceptions, to all revenue arising from contracts with customers. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for the incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires relevant disclosures.

The adoption of AASB 15 did not have an impact on Other Comprehensive Income and the Statement of Cash Flows for the financial year.

AASB 1058 Income of Not-for-Profit Entities

AASB 1058 replaces most of the existing requirements in AASB 1004 Contributions. The scope of AASB 1004 is now limited mainly to contributions by owners (including parliamentary appropriations that satisfy the definition of a contribution by owners), administrative arrangements and liabilities of government departments assumed by other entities.

AASB 1058 applies to income with a donation component, i.e. transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives; and volunteer services. AASB 1058 adopts a residual approach, meaning that entities first apply other applicable Australian Accounting Standards (e.g. AASB 1004, AASB 15, AASB 16, AASB 9, AASB 137) to a transaction before recognising income.

Not-for-profit entities need to determine whether a transaction is/contains a donation (accounted for under AASB 1058) or a contract with a customer (accounted for under AASB 15).

AASB 1058 requires recognition of receipt of an asset, after the recognition of any related amounts in accordance with other Australian Accounting Standards, as income:

- when the obligations under the transfer is satisfied, for transfers to enable an entity to acquire or construct a recognisable non-financial asset that will be controlled by the entity.
- immediately, for all other income within the scope of AASB 1058.

The adoption of AASB 1058 did not have an impact on Other Comprehensive Income and the Statement of Cash Flows for the financial year.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(s) Changes in Accounting Policy, including new or revised Australian Accounting Standards

AASB 16 Leases

AASB 16 supersedes AASB 117 *Leases*, Interpretation 4 *Determining whether an Arrangement contains a Lease*, Interpretation 115 *Operating Leases – Incentives* and Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the statement of financial position.

Lessor accounting

Lessor accounting under AASB 16 is substantially unchanged from AASB 117. Lessors will continue to classify leases as either operating or finance leases using similar principles as in AASB 117. Therefore, AASB 16 does not have a significant impact for leases where the entity is the lessor.

Lessee accounting

AASB 16 requires the entity to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under AASB 117. As the lessee, the entity recognises a lease liability and right-of-use asset at the inception of the lease. The lease liability is measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease, or the lessee's incremental borrowing rate if the interest rate implicit in the lease cannot be readily determined. The corresponding right-of-use asset is measured at the value of the lease liability adjusted for lease payments before inception, lease incentives, initial direct costs and estimates of costs for dismantling and removing the asset or restoring the site on which it is located.

The Department has adopted the partial retrospective option in AASB 16, where the cumulative effect of initially applying AASB 16 is recognised on 1 July 2019 and the comparatives for the year ended 30 June 2019 are not restated.

In relation to leases that had previously been classified as 'operating leases' under AASB 117, a lease liability is recognised at 1 July 2019 at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate at the date of initial application. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 July 2019 was 2.27%.

The corresponding right-of-use asset is initially recorded on transition at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position as at 30 June 2019. The exception is right-of-use assets that are subject to accelerated depreciation. These assets are measured at their fair value at 1 July 2019.

For leases previously classified as finance leases the entity recognised the carrying amount of the lease asset and lease liability immediately before transition as the carrying amount of the right of use asset and the lease liability at the date of initial application. The measurement principles of AASB 16 are only applied after that date.

The entity elected to use the practical expedient to expense lease payments for lease contracts that, at their commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is valued at \$10,000 or under when new (low-value assets).

In applying AASB 16 for the first time, the Department has used the following practical expedients permitted by the standard:

- not reassess whether a contract is, or contains, a lease at 1 July 2019, for those contracts previously assessed under AASB 117 and Interpretation 4.
- applying a single discount rate to a portfolio of leases with reasonably similar characteristics.
- relying on its previous assessment on whether leases are onerous immediately before the date of initial application as an alternative to performing an impairment review.
- not recognise a lease liability and right-of-use-asset for short-term leases that end within 12 months of the date of initial application.
- excluding the initial direct costs from the measurement of the right-of-use asset at the date of initial application.
- using hindsight in determining the lease term where the contract contained options to extend or terminate the lease.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

1 Statement of Significant Accounting Policies (continued)

(s) Changes in Accounting Policy, including new or revised Australian Accounting Standards (continued)

AASB 16 Leases

The effect of adoption AASB 16 as at 1 July 2019 (increase/ (decrease)) is, as follows:

	\$'000
Assets	
Property, plant and equipment	268,662
Transfer of lease incentives to right of use asset	-26,434
Total assets	242,228
Liabilities	
Borrowings	-268,662
Total liabilities	-268,662
Equity	
Accumulated funds	0
Total equity	0

The lease liabilities as at 1 July 2019 can be reconciled to the operating lease commitments as of 30 June 2019, as follows:

Operating lease commitments as at 30 June 2019 (GST included)	141,239
(Less): GST included in operating lease commitments	-12,840
(Less): variable non-lease components included in commitments (GST excluded)	-7,989
(Less): commitments relating to short-term leases	-220
(Less): commitments transferred out on 1 July 2019	-841
Add: commitments transferred in on 1 July 2019	20,659
Operating lease commitments as at 30 June 2019 (GST excluded)	140,008
Weighted average incremental borrowing rate as at 1 July 2019	2.27%
Discounted operating lease commitments as at 1 July 2019	164,507
(Less): commitments relating to leases of low-value assets	0
Add: contracts re-assessed as lease contracts	403
Add: Lease payments relating to renewal periods not included in operating lease commitments as at 30 June 2019	103,752
Lease liabilities as at 1 July 2019	<u>268,662</u>

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective, in accordance with the NSW Treasury mandate (TC 20-01):

- AASB 17 *Insurance Contracts*
- AASB 1059 *Service Concession Arrangements: Grantors*
- AASB 2018-5 *Amendments to Australian Accounting Standards - Deferral of AASB 1059*
- AASB 2018-6 *Amendments to Australian Accounting Standards - Definition of a Business*
- AASB 2018-7 *Amendments to Australian Accounting Standards – Definition of Material*
- AASB 2019-1 *Amendments to Australian Accounting Standards – Amendments to Australian Accounting*
- AASB 2019-2 *Amendments to Australian Accounting Standards – Implementation of AASB 1059*
- AASB 2019-3 *Amendments to Australian Accounting Standards - Interest Rate Benchmark Reform*
- AASB 2019-7 *Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations.*

The Department anticipates that the adoption of these Standards in the period of initial application will have no material impact on the financial statements.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

2 Expenses Excluding Losses

	2020	2019
	\$000	\$000
(a) Employee related expenses		
Salaries and wages (including annual leave)	177,204	122,426
Superannuation - defined benefit plans	955	543
Superannuation - defined contribution plans	14,142	9,079
Long Service Leave	8,866	5,563
Workers' Compensation Insurance	826	146
Payroll tax and fringe benefits tax	13,839	9,205
Redundancies	3,782	5,985
Agency contractors	4,778	5,247
	224,392	158,194

Employee related costs that have been capitalised and excluded from the above are 2,427k (2019: 0k).

	2020	2019
	\$000	\$000
(b) Other operating expenses include the following:		
Auditor's remuneration - audit of financial statements ¹	233	131
Committee fees and expenses	1,260	720
Community events	4,588	3,990
Consultancy costs	3,009	5,206
Contractor - projects	3,320	528
Corporate services	4,166	5,726
Fees for services rendered	37,136	26,577
Impairment of assets and bad debts	1	52
Information dissemination	1,276	1,256
Insurance	579	257
Maintenance expenses*	3,545	2,180
Motor vehicle expenses	675	1,433
Operating lease rental expense - minimum lease payments	2,685	16,344
Other expenses	7,666	5,862
Other occupancy costs	6,922	7,752
Sponsorships and donations	924	528
Stores and minor assets	388	324
Telephone and communication costs	859	821
Training (staff development)	1,509	2,678
Travel costs	3,396	3,658
	84,137	86,023
<u>Total maintenance costs</u>		
* Maintenance expense - contracted labour and other (non-employee related), as above	3,545	2,180
Total maintenance expenses included in Note 2(a) + 2(b)	3,545	2,180

¹ The audit fees for the period ending 30 June 2020 reflect audit work performed to date. The fee for the audit of the 2020 financial statements is estimated at \$234k (2019: 228k).

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

2 Expenses Excluding Losses (continued)

	2020 \$000	2019 \$000
(c) Depreciation and amortisation expense		
<u>Depreciation</u>		
Buildings and improvements	19,707	110
Plant and equipment	2,918	3,007
<u>Amortisation</u>		
Leasehold improvements	5,082	4,307
Intangible assets	1,802	1,584
	29,509	9,008

	2020 \$000	2019 \$000
(d) Grants and subsidies		
NSW government agencies ¹	1,162,362	167,500
Local government	1,439	93,136
Grants to external organisations	18,820	5,900
Miscellaneous grants approved by the Premier	1,502	1,481
Regional and rural miscellaneous grants fund	800	799
Regional NSW grants to external organisations	----	28,315
Arts and cultural grants	91,841	----
Creative Kids voucher grants	11,504	----
	1,288,268	297,131

¹ The increase in grants and subsidies to NSW government agencies relates to machinery of government changes, which transferred in a number of agencies receiving cluster grants. Refer to Note 20 for further details.

	2020 \$000	2019 \$000
(e) Finance costs		
Interest expense from lease liabilities	6,244	----
Unwinding of discount rate	89	139
	6,333	139

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

3 Revenue

(a) Appropriations

Summary of Compliance	2020		2019	
	\$000		\$000	
	Appropriation	Expenditure	Appropriation	Expenditure
Original Budget per Appropriation Act	1,520,538		391,892	
Other Appropriations / Expenditure		1,130,885		361,728
- Additional Appropriations	----	----	(27,802)	(27,802)
- Treasurer's advance	----		----	
- Section 4.9 GSF Act - transfers of functions between entities	253,990	253,990	145,320	145,320
- Section 4.13 GSF Act Exigency of Government	353,800	169,668	----	
- Section 4.11 GSF Act Commonwealth grants	146,000	146,000	----	
- Under expenditure in capital	----		----	
- Under expenditure in protected item	----		----	
Total annual Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)	2,274,328	1,700,543	509,410	479,246
Appropriation drawn down		1,700,543		479,246
Liability to Consolidated Fund (refer Note 17)		----		----
		1,700,543		479,246
Appropriations (per Statement of comprehensive income)*		1,700,543		479,246
		1,700,543		479,246
* Appropriations:				
Recurrent		1,508,285		472,571
Capital		192,258		6,675
		1,700,543		479,246
Movement of Section 4.7 GSF Act		2020		2019
- deemed appropriations				
Opening balance		----		----
Adjustment for appropriations deemed on commencement of section 4.7		2,516		----
Cash transferred in/(out) as a result of administrative restructuring		1,173		
Adjusted opening balance		3,689		----
Add: additions of deemed appropriations		202,102		75,190
Less: expenditure charged against deemed appropriations		<u>(133,148)</u>		<u>(75,190)</u>
Closing Balance		<u>72,643</u>		----

Notes:

- The summary of compliance is based on the assumption that annual appropriations monies are spent first (except where otherwise identified or prescribed).
- Expenditure refers to cash payments. The term 'expenditure' has been used for payments for consistency with AASB 1058 *Income of Not-for-Profit Entities*.
- If an entity receives an equity appropriation this must also be disclosed in the summary of compliance as part of the appropriation.
- If there is a 'Liability for lapsed appropriations drawn down' (formerly known as 'Liability to Consolidated Fund'), the Department must state that this represents the difference between the 'Amount drawn down against annual Appropriation' and the 'Expenditure / Net Claim on Annual Appropriations'.

Under the GSF Act 2018, the Department's own source revenue (which includes but is not limited to receipts from operating activities) meets the definition of deemed appropriation money under the GSF Act.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

3 Revenue (continued)

	2020	2019
	\$000	\$000
(b) Sale of goods and services		
Rental income	1,534	----
Services in-kind	884	903
Personnel services ¹	32,869	1,056
Minor user charges	454	----
Functions & events	77	39
Corporate services rendered	2,485	2,373
Other	4,745	22
Advertising ²	----	3,615
	43,048	8,008

¹ Personnel services provided to State Archives and Records Authority and Historic Houses Trust (2019: Western City and Aerotropolis Authority).

² Advertising revenue was related to the Government Communications Branch, which transferred to the Department of Customer Service on 1 July 2019.

	2020	2019
	\$000	\$000
(c) Grants and contributions		
Commonwealth Government	206	333
NSW Government	137,031	46,991
Contributed assets	1,462	----
Private sector contributions - events	2,964	2,345
	141,663	49,669

	2020	2019
	\$000	\$000
(d) Acceptance by the Crown Entity of employee benefits and other liabilities		
The following liabilities and/or expenses have been assumed by the Crown Entity or other government entities:		
Superannuation - defined benefit	940	529
Long service leave	7,641	5,172
Payroll tax on superannuation	42	23
	8,623	5,724

4 Gain / (loss) on disposal

	2020	2019
	\$000	\$000
Written down value of assets disposed	(2,854)	----
Net gain / (loss) on disposal of plant and equipment	(2,854)	----

5 Other gains / (losses)

	2020	2019
	\$000	\$000
Impairment losses on right of use assets ¹	(35,225)	----
Other gains/(losses)	271	(25)
	(34,954)	(25)

¹ The impairment loss on right of use assets was due to an assessment that rental market values had declined due to the impact of COVID-19. Property NSW, as the Department's property agent, obtained independent advice on the impact to tenancy leases that are held as right of use assets. This decline represents the impact upon leased accommodation in the Sydney CBD and Sydney metropolitan area.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020

Expenses & Income	Program 1: Policy Support Coordination *		Program 2: Administrative Support to Executive Government *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
Expenses excluding losses				
Operating expenses				
Employee related expenses	50,942	61,856	69,318	70,780
Other operating expenses	22,023	28,161	18,255	34,557
Depreciation and amortisation	3,314	3,783	9,423	3,933
Grants and subsidies	7,110	20,089	2,583	3,371
Finance costs	1,052	58	1,637	61
Total expenses excluding losses	84,441	113,947	101,216	112,702
Revenue				
Appropriations	----	----	----	----
Sale of goods and services	2,183	4,796	499	590
Grants and contributions	4,341	18,620	398	1,523
Acceptance by the Crown Entity of employee benefits and other liabilities	1,589	2,167	2,151	2,668
Total revenue	8,113	25,583	3,048	4,781
Gain / (loss) on disposal	(550)	----	(340)	----
Other gains / (losses)	(6,797)	(11)	(4,205)	(11)
Net result	(83,675)	(88,375)	(102,713)	(107,932)
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	----	----	8,452	1,688
Total other comprehensive income	----	----	8,452	1,688
Total comprehensive income	(83,675)	(88,375)	(94,261)	(106,244)

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Expenses & Income	Program 3: Regional NSW *		Program 4: Community Events *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
Expenses excluding losses				
Operating expenses				
Employee related expenses	----	17,704	289	430
Other operating expenses	----	10,556	4,599	4,911
Depreciation and amortisation	----	905	----	----
Grants and subsidies	----	114,652	3	----
Finance costs	----	14	----	----
Total expenses excluding losses	-----	143,831	4,891	5,341
Revenue				
Appropriations	----	----	----	----
Sale of goods and services	----	72	888	912
Grants and contributions	----	23,642	1,895	2,318
Acceptance by the Crown Entity of employee benefits and other liabilities	----	627	1	----
Total revenue	-----	24,341	2,784	3,230
Gain / (loss) on disposal	----	----	----	----
Other gains / (losses)	----	(2)	----	----
Net result	-----	(119,492)	(2,107)	(2,111)
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	----	----	----	----
Total other comprehensive income	-----	-----	-----	-----
Total comprehensive income	-----	(119,492)	(2,107)	(2,111)

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Expenses & Income	Program 5: Major Projects & Initiatives *		Program 6: Independent Office Support *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
Expenses excluding losses				
Operating expenses				
Employee related expenses	50	6,002	667	1,422
Other operating expenses	687	5,581	1,051	2,257
Depreciation and amortisation	----	327	112	60
Grants and subsidies	----	12,803	----	17
Finance costs	----	5	32	1
Total expenses excluding losses	737	24,718	1,862	3,757
Revenue				
Appropriations	----	----	----	----
Sale of goods and services	85	679	----	959
Grants and contributions	----	3,309	----	257
Acceptance by the Crown Entity of employee benefits and other liabilities	(61)	190	53	72
Total revenue	24	4,178	53	1,288
Gain / (loss) on disposal	----	----	----	----
Other gains / (losses)	----	(1)	----	----
Net result	(713)	(20,541)	(1,809)	(2,469)
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	----	----	----	----
Total other comprehensive income	----	----	----	----
Total comprehensive income	(713)	(20,541)	(1,809)	(2,469)

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Expenses & Income	Program 7: Employee Relations *		Program 8: Aboriginal Affairs *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
Expenses excluding losses				
Operating expenses				
Employee related expenses	8,007	----	21,726	----
Other operating expenses	866	----	8,177	----
Depreciation and amortisation	261	----	1,594	----
Grants and subsidies	34	----	5,780	----
Finance costs	76	----	422	----
Total expenses excluding losses	9,244	----	37,699	----
Revenue				
Appropriations	----	----	----	----
Sale of goods and services	10	----	1,467	----
Grants and contributions	47	----	1,202	----
Acceptance by the Crown Entity of employee benefits and other liabilities	955	----	841	----
Total revenue	1,012	----	3,510	----
Gain / (loss) on disposal	(41)	----	(238)	----
Other gains / (losses)	(508)	----	(2,612)	----
Net result	(8,781)	----	(37,039)	----
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	----	----	4	----
Total other comprehensive income	----	----	4	----
Total comprehensive income	(8,781)	----	(37,035)	----

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Expenses & Income	Program 9: Arts, Screen and Culture *		Program 10: Encourage Communities to enjoy their Environment and Heritage *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
Expenses excluding losses				
Operating expenses				
Employee related expenses	35,109	----	38,284	----
Other operating expenses	26,895	----	1,584	----
Depreciation and amortisation	14,159	----	646	----
Grants and subsidies	204,949	----	2,816	----
Finance costs	2,908	----	206	----
Total expenses excluding losses	284,020	----	43,536	----
Revenue				
Appropriations	----	----	----	----
Sale of goods and services	17,110	----	20,806	----
Grants and contributions	133,068	----	712	----
Acceptance by the Crown Entity of employee benefits and other liabilities	1,438	----	1,656	----
Total revenue	151,616	----	23,174	----
Gain / (loss) on disposal	(1,573)	----	(112)	----
Other gains / (losses)	(19,451)	----	(1,381)	----
Net result	(153,428)	----	(21,855)	----
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	----	----	----	----
Total other comprehensive income	----	----	----	----
Total comprehensive income	(153,428)	----	(21,855)	----

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Expenses & Income	Not Attributable **		Total	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
Expenses excluding losses				
Operating expenses				
Employee related expenses	----	----	224,392	158,194
Other operating expenses	----	----	84,137	86,023
Depreciation and amortisation	----	----	29,509	9,008
Grants and subsidies **	1,064,993	146,199	1,288,268	297,131
Finance costs	----	----	6,333	139
Total expenses excluding losses	1,064,993	146,199	1,632,639	550,495
Revenue				
Appropriations	1,700,543	479,246	1,700,543	479,246
Sale of goods and services	----	----	43,048	8,008
Grants and contributions	----	----	141,663	49,669
Acceptance by the Crown Entity of employee benefits and other liabilities	----	----	8,623	5,724
Total revenue	1,700,543	479,246	1,893,877	542,647
Gain / (loss) on disposal	----	----	(2,854)	----
Other gains / (losses)	----	----	(34,954)	(25)
Net result	635,550	333,047	223,430	(7,873)
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	----	----	8,456	1,688
Total other comprehensive income	----	----	8,456	1,688
Total comprehensive income	635,550	333,047	231,886	(6,185)

* The names and purposes of each program are summarised below.

** Appropriations are made on an entity basis, not to individual program groups. Consequently, appropriations are included in the "Not Attributable" column. Cluster grant funding is also not attributed to individual program groups.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Assets & Liabilities	Program 1: Policy Support Coordination *		Program 2: Administrative Support to Executive Government *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
ASSETS				
Current Assets				
Cash and cash equivalents	----	----	----	----
Receivables	2,229	4,961	1,029	2,057
Total current assets	2,229	4,961	1,029	2,057
Non-current assets				
Receivables	----	----	----	----
Land & buildings	----	----	147,375	137,121
Infrastructure	----	----	----	----
Plant and equipment	251	1,335	4,414	5,031
Leasehold Improvements	5,149	11,486	3,272	13,242
Heritage and Cultural Assets	----	----	8,477	8,192
Right of use assets	38,517	----	23,827	----
Intangible assets	399	1,257	1,268	1,307
Total non-current assets	44,316	14,078	188,633	164,893
Total assets	46,545	19,039	189,662	166,950
LIABILITIES				
Current liabilities				
Payables	17,885	5,743	9,645	6,582
Borrowings	2,727	----	1,653	----
Provisions	5,905	6,433	9,055	7,272
Other	122	1,501	12	1,351
Total current liabilities	26,639	13,677	20,365	15,205
Non-current liabilities				
Borrowings	48,054	----	29,595	----
Provisions	1,344	2,636	943	2,740
Other	----	9,818	----	10,208
Total non-current liabilities	49,398	12,454	30,538	12,948
Total liabilities	76,037	26,131	50,903	28,153
Net assets	(29,492)	(7,092)	138,759	138,797

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Assets & Liabilities	Program 3: Regional NSW *		Program 4: Community Events *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
ASSETS				
Current Assets				
Cash and cash equivalents	----	----	----	----
Receivables	----	5,669	195	212
Total current assets	----	5,669	195	212
Non-current assets				
Receivables	----	----	----	----
Land & buildings	----	----	----	----
Infrastructure	----	----	----	----
Plant and equipment	----	316	----	----
Leasehold Improvements	----	2,706	----	----
Heritage and Cultural Assets	----	----	----	----
Right of use assets	----	----	----	----
Intangible assets	----	301	----	----
Total non-current assets	----	3,323	----	----
Total assets	----	8,992	195	212
LIABILITIES				
Current liabilities				
Payables	----	7,785	212	162
Borrowings	----	----	----	----
Provisions	----	2,029	----	----
Other	----	308	95	235
Total current liabilities	----	10,122	307	397
Non-current liabilities				
Borrowings	----	----	----	----
Provisions	----	644	----	----
Other	----	2,350	----	----
Total non-current liabilities	----	2,994	----	----
Total liabilities	----	13,116	307	397
Net assets	----	(4,124)	(112)	(185)

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Assets & Liabilities	Program 5: Major Projects & Initiatives *		Program 6: Independent Office Support *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
ASSETS				
Current Assets				
Cash and cash equivalents	----	----	----	----
Receivables	53	631	160	481
Total current assets	53	631	160	481
Non-current assets				
Receivables	----	----	----	----
Land & buildings	----	----	----	----
Infrastructure	----	----	----	----
Plant and equipment	----	114	----	21
Leasehold Improvements	----	978	----	180
Heritage and Cultural Assets	----	----	----	----
Right of use assets	----	----	----	----
Intangible assets	----	109	----	20
Total non-current assets	----	1,201	----	221
Total assets	53	1,832	160	702
LIABILITIES				
Current liabilities				
Payables	500	1,432	1,035	2,365
Borrowings	----	----	----	----
Provisions	----	592	59	127
Other	----	526	----	20
Total current liabilities	500	2,550	1,094	2,512
Non-current liabilities				
Borrowings	----	----	----	----
Provisions	----	228	1	42
Other	----	849	----	156
Total non-current liabilities	----	1,077	1	198
Total liabilities	500	3,627	1,095	2,710
Net assets	(447)	(1,795)	(935)	(2,008)

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Assets & Liabilities	Program 7: Employee Relations *		Program 8: Aboriginal Affairs *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
ASSETS				
Current Assets				
Cash and cash equivalents	----	----	----	----
Receivables	85	----	620	----
Total current assets	85	----	620	----
Non-current assets				
Receivables	----	----	----	----
Land & buildings	----	----	----	----
Infrastructure	----	----	----	----
Plant and equipment	23	----	541	----
Leasehold Improvements	932	----	2,208	----
Heritage and Cultural Assets	----	----	24	----
Right of use assets	2,881	----	15,196	----
Intangible assets	406	----	194	----
Total non-current assets	4,242	----	18,163	----
Total assets	4,327	----	18,783	----
LIABILITIES				
Current liabilities				
Payables	487	----	3,032	----
Borrowings	200	----	1,054	----
Provisions	761	----	2,306	----
Other	----	----	10,275	----
Total current liabilities	1,448	----	16,667	----
Non-current liabilities				
Borrowings	3,579	----	18,875	----
Provisions	107	----	939	----
Other	----	----	750	----
Total non-current liabilities	3,686	----	20,564	----
Total liabilities	5,134	----	37,231	----
Net assets	(807)	----	(18,448)	----

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Assets & Liabilities	Program 9: Arts, Screen and Culture *		Program 10: Encourage Communities to enjoy their Environment and Heritage *	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
ASSETS				
Current Assets				
Cash and cash equivalents	----	----	----	----
Receivables	36,271	----	4,841	----
Total current assets	36,271	----	4,841	----
Non-current assets				
Receivables	----	----	----	----
Land & buildings	683,384	----	----	----
Infrastructure	----	----	----	----
Plant and equipment	3,113	----	122	----
Leasehold Improvements	13,884	----	986	----
Heritage and Cultural Assets	----	----	----	----
Right of use assets	110,235	----	7,825	----
Intangible assets	1,445	----	81	----
Total non-current assets	812,061	----	9,014	----
Total assets	848,332	----	13,855	----
LIABILITIES				
Current liabilities				
Payables	54,587	----	1,048	----
Borrowings	7,646	----	543	----
Provisions	5,068	----	2,232	----
Other	----	----	----	----
Total current liabilities	67,301	----	3,823	----
Non-current liabilities				
Borrowings	136,920	----	9,720	----
Provisions	3,608	----	294	----
Other	----	----	----	----
Total non-current liabilities	140,528	----	10,014	----
Total liabilities	207,829	----	13,837	----
Net assets	640,503	----	18	----

* The names and purposes of each program are summarised below.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements

for the year ended 30 June 2020

6 Program statements for the year ended 30 June 2020 (continued)

Assets & Liabilities	Not Attributable **		Total	
	2020	2019	2020	2019
	\$000	\$000	\$000	\$000
ASSETS				
Current Assets				
Cash and cash equivalents	72,643	2,516	72,643	2,516
Receivables	----	----	45,483	14,011
Total current assets	72,643	2,516	118,126	16,527
Non-current assets				
Receivables	----	----	----	----
Land & buildings	----	----	830,759	137,121
Infrastructure	----	----	----	----
Plant and equipment	----	----	8,464	6,817
Leasehold Improvements	----	----	26,431	28,592
Heritage and Cultural Assets	----	----	8,501	8,192
Right of use assets	----	----	198,481	----
Intangible assets	----	----	3,793	2,994
Total non-current assets	----	----	1,076,429	183,716
Total assets	72,643	2,516	1,194,555	200,243
LIABILITIES				
Current liabilities				
Payables	----	----	88,431	24,069
Borrowings	----	----	13,823	----
Provisions	----	----	25,386	16,453
Other	----	----	10,504	3,941
Total current liabilities	----	----	138,144	44,463
Non-current liabilities				
Borrowings	----	----	246,743	----
Provisions	----	----	7,236	6,290
Other	----	----	750	23,381
Total non-current liabilities	----	----	254,729	29,671
Total liabilities	----	----	392,873	74,134
Net assets	72,643	2,516	801,682	126,109

* The names and purposes of each program are summarised below.

** Appropriations are made on an entity basis, not to individual service groups. Consequently, cash and appropriation liabilities are included in the "Not Attributable" column.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 (a) Program Descriptions

a) Program 1: Policy Support Coordination

Purpose:

Delivery of effective policy, coordination and providing advice to Government.

b) Program 2: Administrative Support to Executive Government

Purpose:

Supports Government and the Ministry through the provision of effective systems, facilities and services.

c) Program 3: Regional NSW

Purpose:

Identifying, prioritising and effectively managing key drivers that improve the State economy and Infrastructure, and contribute to the wellbeing of the people of NSW such as the Regional NSW Development Program.
This Program transferred to the Department of Planning, Industry and Environment on 1 July 2019.

d) Program 4: Community Events

Purpose:

Deliver events that contributes to the wellbeing of the people of NSW such as Australia Day celebrations.

e) Program 5: Major Projects & Initiatives

Purpose:

Provide support and delivery of major Government initiatives and major projects.

f) Program 6: Independent Office Support

Purpose:

Support independent offices that drive accountability, integrity, efficiency and improved service delivery across the Government and the Sector.

g) Program 7: Employee Relations

Purpose:

Providing advice and education for employers, employees and vulnerable workers on fair work practices. Advising Government on wages policy, employment rights and conditions.

h) Program 8: Aboriginal Affairs

Purpose:

Transforming the relationship between Aboriginal people and the NSW Government through the delivery of Opportunity, Choice, Healing, Responsibility and Empowerment (OCHRE).

i) Program 9: Arts, Screen and Culture

Purpose:

Developing and supporting arts and culture, increasing attendance at cultural events, and sustaining cultural precincts and infrastructure.

j) Program 10: Encourage Communities to enjoy their Environment and Heritage

Purpose:

Protecting, preserving and enabling public access to our State's heritage.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 (b) Transfer of program groups

The Program Group Employee Relations was transferred from the Treasury to the Department of Premier and Cabinet as a consequence of a restructuring of administrative arrangements with effect from 1 July 2019. The following summarises the expenses and income by the Department of Premier and Cabinet from 1 July 2019 with comparatives from the Treasury from 1 July 2018 to 30 June 2019.

Refer to Note 18 for details regarding transferred assets and liabilities.

	2020	2019
	Program Employee Relations	Program Employee Relations
Expenses excluding losses		
Employee related	8,007	8,185
Other operating expenses	866	3,542
Depreciation and amortisation	261	254
Grants and subsidies	34	----
Finance costs	76	----
Total expenses excluding losses	9,244	11,981
Revenue		
Appropriations	----	----
Sale of goods and services	10	----
Investment revenue	----	----
Retained fees and fines	----	----
Grants and contributions	47	----
Acceptance by the Crown Entity of employee benefits and other liabilities	955	696
Other revenue	----	33
Total revenue	1,012	729
Operating result	(8,232)	(11,252)
Gain / (loss) on disposal	(41)	----
Other gains / (losses)	(508)	----
Net result	(8,781)	(11,252)
Other comprehensive income		
Increase/(decrease) in asset revaluation surplus	----	----
Total other comprehensive income	----	----
TOTAL COMPREHENSIVE INCOME	(8,781)	(11,252)

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 (b) Transfer of program groups (continued)

The Program Group Aboriginal Affairs was transferred from the Department of Education to the Department of Premier and Cabinet as a consequence of a restructuring of administrative arrangements with effect from 1 July 2019. The following summarises the expenses and income by the Department of Premier and Cabinet from 1 July 2019 with comparatives from the Department of Education from 1 July 2018 to 30 June 2019.

Refer to Note 18 for details regarding transferred assets and liabilities.

	2020 Program Aboriginal Affairs	2019 Program Aboriginal Affairs
Expenses excluding losses		
Employee related	21,726	19,111
Other operating expenses	8,177	16,098
Depreciation and amortisation	1,594	278
Grants and subsidies	5,780	7,065
Finance costs	422	----
Total expenses excluding losses	37,699	42,552
Revenue		
Sale of goods and services	1,467	54
Grants and contributions	1,202	466
Acceptance by the Crown Entity of employee benefits and other liabilities	841	----
Other revenue	----	50
Total revenue	3,510	570
Operating result	(34,189)	(41,982)
Gain / (loss) on disposal	(238)	(198)
Other gains / (losses)	(2,612)	----
Net result	(37,039)	(42,180)
Other comprehensive income		
Increase/(decrease) in asset revaluation surplus	4	----
Total other comprehensive income	4	----
TOTAL COMPREHENSIVE INCOME	(37,035)	(42,180)

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 (b) Transfer of program groups (continued)

The Program Group Arts, Screen and Culture was transferred from the Department of Planning to the Department of Premier and Cabinet as a consequence of a restructuring of administrative arrangements with effect from 1 July 2019. The following summarises the expenses and income by the Department of Premier and Cabinet from 1 July 2019 with comparatives from the Department of Planning from 1 July 2018 to 30 June 2019.

Refer to Note 18 for details regarding transferred assets and liabilities.

	2020 Program Arts, Screen and Culture	2019 Program Arts, Screen and Culture
Expenses excluding losses		
Employee related	35,109	25,842
Other operating expenses	26,895	17,288
Depreciation and amortisation	14,159	3,602
Grants and subsidies	204,949	153,884
Finance costs	2,908	----
Total expenses excluding losses	284,020	200,616
Revenue		
Appropriations	----	----
Sale of goods and services	17,110	9,108
Investment revenue	----	----
Retained fees and fines	----	----
Grants and contributions	133,068	3,825
Acceptance by the Crown Entity of employee benefits and other liabilities	1,438	1,632
Other revenue	----	22,232
Total revenue	151,616	36,797
Operating result	(132,404)	(163,819)
Gain / (loss) on disposal	(1,573)	(136)
Other gains / (losses)	(19,451)	----
Net result	(153,428)	(163,955)
Other comprehensive income		
Increase/(decrease) in asset revaluation surplus	----	(23)
Total other comprehensive income	----	(23)
TOTAL COMPREHENSIVE INCOME	(153,428)	(163,978)

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

6 (b) Transfer of program groups (continued)

The Program Group Encourage Communities to enjoy their Environment and Heritage was transferred from the Office of Environment and Heritage to the Department of Premier and Cabinet as a consequence of a restructuring of administrative arrangements with effect from 1 July 2019. The following summarises the expenses and income by the Department of Premier and Cabinet from 1 July 2019 with comparatives from the Office of Environment and Heritage from 1 July 2018 to 30 June 2019.

Refer to Note 18 for details regarding transferred assets and liabilities.

	2020 Program Encourage Communities to enjoy their Environment and Heritage	2019 Program Encourage Communities to enjoy their Environment and Heritage
Expenses excluding losses		
Employee related	38,284	36,921
Other operating expenses	1,584	3,981
Depreciation and amortisation	646	9
Grants and subsidies	2,816	12,532
Finance costs	206	----
Total expenses excluding losses	43,536	53,443
Revenue		
Appropriations	----	----
Sale of goods and services	20,806	19,176
Investment revenue	----	----
Retained fees and fines	----	----
Grants and contributions	712	32,026
Acceptance by the Crown Entity of employee benefits and other liabilities	1,656	1,062
Other revenue	----	1,170
Total revenue	23,174	53,434
Operating result	(20,362)	(9)
Gain / (loss) on disposal	(112)	----
Other gains / (losses)	(1,381)	----
Net result	(21,855)	(9)
Other comprehensive income		
Increase/(decrease) in asset revaluation surplus	----	----
Total other comprehensive income	----	----
TOTAL COMPREHENSIVE INCOME	(21,855)	(9)

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

7 Current Assets - Cash and Cash Equivalents

	2020	2019
	\$000	\$000
Cash at bank and on hand	72,643	2,516
	72,643	2,516

For the purposes of the statement of cash flows, cash and cash equivalents include cash at bank and cash on hand.

Cash and cash equivalents assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

	2020	2019
	\$000	\$000
Cash and cash equivalents (per statement of financial position)	72,643	2,516
Closing cash and cash equivalents (per statement of cash flows)	72,643	2,516

Refer Note 23 for details regarding credit risk, liquidity risk, and market risk arising from financial instruments.

8 Current Assets - Receivables

	2020	2019
	\$000	\$000
Current Receivables		
Sale of goods and services	8,727	2,334
less: Allowance for expected credit loss *	(75)	(24)
Goods and services tax recoverable from ATO	----	3,222
Prepayments	31,642	127
Accrued income	2,189	8,306
Other receivables	3,000	46
	45,483	14,011

** Movement in the allowance for credit loss

Balance at 1 July	24	----
Amounts written off during the year	----	(30)
Amounts recovered during the year	----	----
Amount transferred in due to administrative restructure	50	----
Increase / (decrease) in allowance recognised in profit or loss	1	54
Balance at 30 June	75	24

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 23.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

9 Non-Current Assets - Property, Plant and Equipment

	Land and Buildings held & used by the Department	Land and Buildings subject to operating leases	Plant and Equipment	Leasehold Improvements	Heritage and Cultural Assets	Total
	\$000	\$000	\$000	\$000	\$000	\$000
At 1 July 2019 - fair value						
Gross carrying amount	139,608	----	18,569	46,776	8,192	213,145
Accumulated depreciation and impairment	(2,487)	----	(11,752)	(18,184)	----	(32,423)
Net carrying amount	137,121	----	6,817	28,592	8,192	180,722
At 30 June 2020 - fair value						
Gross carrying amount	495,649	477,177	21,916	48,661	8,501	1,051,904
Accumulated depreciation and impairment	(1,749)	(140,318)	(13,452)	(22,230)	----	(177,749)
Net carrying amount	493,900	336,859	8,464	26,431	8,501	874,155

Reconciliation

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

	Land and Buildings held & used by the Department	Land and Buildings subject to operating leases	Plant and Equipment	Leasehold Improvements	Heritage and Cultural Assets	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Year ended 30 June 2020						
Net carrying amount at beginning of year	137,121	----	6,817	28,592	8,192	180,722
Additions	125,603	----	4,247	4,621	89	134,560
Reclassifications to Intangibles	----	----	----	----	----	----
Recognition of Assets Held for Sale	----	----	----	----	----	----
Disposals	----	----	(855)	(4,801)	(22)	(5,678)
Administrative restructures - transfers in/(out)	222,623	342,005	1,034	(321)	42	565,383
Net revaluation increment less revaluation decrements recognised in reserves	8,452	----	----	----	4	8,456
Depreciation expense	(124)	(5,146)	(2,291)	(5,082)	----	(12,643)
Reclassifications	225	----	(1,340)	----	196	(919)
Write back of depreciation	----	----	852	1,960	----	2,812
Assets received free of cost	----	----	----	1,462	----	1,462
Net carrying amount at end of year	493,900	336,859	8,464	26,431	8,501	874,155

	Land and Buildings held & used by the Department	Land and Buildings subject to operating leases	Plant and Equipment	Leasehold Improvements	Heritage and Cultural Assets	Total
	\$000	\$000	\$000	\$000	\$000	\$000
At 1 July 2018 - fair value						
Gross carrying amount	137,649	----	16,351	43,612	8,192	205,804
Accumulated depreciation and impairment	(2,305)	----	(9,171)	(14,270)	----	(25,746)
Net carrying amount	135,344	----	7,180	29,342	8,192	180,058
At 30 June 2019 - fair value						
Gross carrying amount	139,608	----	18,569	46,776	8,192	213,145
Accumulated depreciation and impairment	(2,487)	----	(11,752)	(18,184)	----	(32,423)
Net carrying amount	137,121	----	6,817	28,592	8,192	180,722

Reconciliation

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

	Land and Buildings held & used by the Department	Land and Buildings subject to operating leases	Plant and Equipment	Leasehold Improvements	Heritage and Cultural Assets	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Year ended 30 June 2019						
Net carrying amount at start of year	135,344	----	7,180	29,342	8,192	180,058
Additions	199	----	2,644	3,557	----	6,400
Disposals	----	----	(426)	(393)	----	(819)
Net revaluation increment less revaluation decrements recognised in reserves	1,688	----	----	----	----	1,688
Depreciation expense	(110)	----	(3,007)	(4,307)	----	(7,424)
Reclassifications	----	----	----	----	----	----
Write back of depreciation	----	----	426	393	----	819
Net carrying amount at end of year	137,121	----	6,817	28,592	8,192	180,722

Further details regarding the fair value measurements of property, plant and equipment are disclosed in Note 12. The Department also continues to derive service potential and economic benefit from some fully depreciated assets that have not been revalued this financial year. The impact of valuation is likely to be minimal as most fully depreciated assets are likely to be in poor condition and therefore would have zero value.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

10 Leases

a. Department as a lessee

Right-of-use assets under leases

The following table presents right-of use assets that do not meet the definition of investment property.

	Land and Buildings \$000	Plant and Equipment \$000	Total \$000
Balance at 1 July 2019	266,931	1,731	268,662
Transfer of lease incentives to right of use asset	(26,434)	----	(26,434)
Adjusted balance at 1 July 2019	240,497	1,731	242,228
Additions	18,137	----	18,137
Disposals	(14,107)	(12)	(14,119)
Reclassification to / from other assets / liabilities	2,328	----	2,328
Transfers out through administrative restructures	----	----	----
Reduction in carrying value (recognised in 'other gains/losses')	(35,225)	----	(35,225)
Depreciation expense	(14,437)	(627)	(15,064)
Write back of depreciation	189	7	196
Balance at 30 June 2020	197,382	1,099	198,481

Lease liabilities

The following table presents liabilities under leases.

	Lease liabilities
Balance at 1 July 2019 *	26,434
Transfer of lease incentives to right of use asset	(26,434)
Adjusted balance at 1 July 2019	268,662
Additions	18,137
Reclassification to / from other assets / liabilities	2,329
Termination of leases	(13,935)
Interest expenses	6,244
Payments	(20,871)
Balance at 30 June 2020	260,566

* opening balance at 1 July 2019 represents lease incentive liabilities. Refer Note 17

The following amounts were recognised in the statement of comprehensive income for the year ending 30 June 2020 in respect of leases where the entity is the lessee:

Depreciation expense of right-of-use assets	15,064
Interest expense on lease liabilities	6,244
Expense relating to short-term leases	2,685
Total amount recognised in the statement of comprehensive income	23,993

The entity had total cash outflows for leases of \$23,556k in FY2019-20

Department of Premier and Cabinet

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10 Leases (continued)

a. Department as a lessee (continued)

Future minimum lease payments under non-cancellable leases as at 30 June 2019 are as follows:

	Operating lease
Within one year	21,787
Later than one year and not later than five years	89,257
Later than five years	30,195
Total (including GST)	141,239
Less: GST recoverable from the Australian Tax Office	(13,900)
Total (excluding GST)	127,339

b. Department as a lessor

DPC holds a portfolio of arts properties, which are leased to tenants under operating leases, with rentals payable monthly. Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. The leases are made available at rates significantly lower than market terms as support to the arts sector.

Lessor for operating leases

Future minimum rentals receivable (undiscounted) under non-cancellable operating lease as at 30 June are as follows:

	2020 \$000	2019 \$000
Within one year	1,869	----
Later than one year and not later than five years	7,470	----
Later than five years	42,578	----
Total (excluding GST)	51,917	----

Rental income for the reporting period was 1,534k (2019: 0k)

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

11 Intangible Assets

	Software at cost \$000	Total \$000
At 1 July 2019 - fair value		
Gross carrying amount	8,449	8,449
Accumulated amortisation and impairment	(5,455)	(5,455)
Net carrying amount	2,994	2,994
At 30 June 2020 - fair value		
Gross carrying amount	14,217	14,217
Accumulated amortisation and impairment	(10,424)	(10,424)
Net carrying amount	3,793	3,793
Year ended 30 June 2020		
Net carrying amount at start of year	2,994	2,994
Additions	827	827
Transfers out through administrative restructures	855	855
Amortisation (recognised in "depreciation and amortisation")	(1,802)	(1,802)
Reclassification	919	919
Net carrying amount at end of year	3,793	3,793

	Software at cost \$000	Total \$000
At 1 July 2018 - fair value		
Gross carrying amount	10,300	10,300
Accumulated amortisation and impairment	(6,930)	(6,930)
Net carrying amount	3,370	3,370
At 30 June 2019 - fair value		
Gross carrying amount	8,449	8,449
Accumulated amortisation and impairment	(5,455)	(5,455)
Net carrying amount	2,994	2,994
Year ended 30 June 2019		
Net carrying amount at start of year	3,370	3,370
Additions	1,208	1,208
Amortisation (recognised in "depreciation and amortisation")	(1,584)	(1,584)
Reclassification	----	----
Net carrying amount at end of year	2,994	2,994

The Department also continues to derive service potential and economic benefit from some fully amortised assets that have not been revalued this financial year. The impact of valuation is likely to be minimal as most fully depreciated assets are likely to be obsolete and therefore would have zero value.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
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12 Fair value measurement of non-financial assets

(a) Fair value hierarchy

The following tables provide an analysis of assets that are measured at fair value:

The fair value hierarchy has the following levels:

Level 1: Quoted prices (unadjusted) in active markets for identical assets;

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

Level 3: Inputs for the asset that are not based on observable market data (unobservable inputs).

	Notes	Level 1	Level 2	Level 3	Total fair Value
2020		\$000	\$000	\$000	\$000
Property, plant and equipment					
Land and buildings	9	----	176,516	654,243	830,759
Heritage and cultural assets	9	----	8,501	----	8,501
		----	185,017	654,243	839,260
2019	Notes	Level 1	Level 2	Level 3	Total fair Value
		\$000	\$000	\$000	\$000
Property, plant and equipment					
Land and buildings	9	----	----	137,121	137,121
Heritage and cultural assets	9	----	8,192	----	8,192
		----	8,192	137,121	145,313

There were no transfers between Level 1 or 2 during the periods.

(b) Valuation techniques, inputs and processes

Land and Buildings

The Land and Buildings balance reflects the fair value of the land and buildings comprising the Government House Sydney Crown Reserve and land and buildings transferred in from machinery of government changes effective 1 July 2019. The land and buildings for Government House Sydney Crown Reserve were revalued in March 2020 by an independent valuer, Errol Ferdinands AAPI (Val). The valuer used a range of evidence to determine the valuation such as, local knowledge, statistical information and the unique nature of Government House. This resulted in an increase in the land and buildings value by \$19m from the last comprehensive revaluation in 2017, and an incremental increase of \$8.5m from the prior year.

The land and buildings were valued at fair value consistent with the NSW Treasury Accounting Policy *TPP14-1 Accounting Policy: Valuation of Non Current and Australian Accounting Standard AASB 116*. Fair value is measured having regard to the highest and best use of an asset. However where the asset has no feasible alternate use in the near future, the asset is valued to its existing use. Where current market buying prices cannot be observed, an assets fair value is best measured by its depreciated replacement cost. However when current market buying price can be observed the property would be valued having regard to the direct comparison method of valuation having reference to current market transactions of comparable properties in the surrounding locality.

The unique nature of Government House land and buildings makes the Level 3 classification appropriate as the valuation is not based on observable market data. This is consistent with prior year disclosures.

Land and buildings transferred into the Department as part of the Administrative Order changes on 1 July 2019. Valuations were carried out prior to the transfer to the Department. Fair value assessments were undertaken for 30 June 2020, using indices by region for land and depreciated replacement cost for the buildings. The assessments indicated that there was no material movement compared with reported values. The fair value hierarchy of the land and buildings transferred in are reported according to previous valuations.

Heritage and Cultural assets

The Government House Collection assets transferred to the control of the Department, when Government House moved from the Historical House Trust (HHT) on 20 December 2013. The assets have been valued by external experts to reflect the fair value. The collection assets have been reviewed for external revaluation at least every five years as part of a rolling revaluation schedule.

The Government House Collection assets were last revalued in April 2018 by an independent valuer, Shapiro Auctioneers and Gallery.

The independent valuer used indicative market rates as the basis for the values provided. The Heritage and Cultural assets are valued by reference to trading of assets of a similar nature, such as artwork of the same artist. The result of the last valuation increased the value of the heritage and cultural assets by \$162k.

As part of the machinery of government changes, effective 1 July 2019, collection assets were transferred in to the department with the transfer in of Aboriginal Affairs NSW. The value of the assets transferred in were \$42k.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

12 Fair value measurement of non-financial assets (continued)

(c) Reconciliation of recurring level 3 fair value measurements

2020	Notes	Land and buildings (Government House) \$000	Total Recurring level 3 Fair value \$000
Fair value as at 1 July 2019	9	137,121	137,121
Additions	9	125,603	125,603
Revaluation	9	8,452	8,452
Administrative restructures - transfers in / (out)	9	388,112	388,112
Depreciation	9	(5,270)	(5,270)
Transfers out of Level 3	9	-----	-----
Reclassification from other asset classes	9	225	225
		654,243	654,243

2019	Notes	Land and buildings (Government House) \$000	Total Recurring level 3 Fair value \$000
Fair value as at 1 July 2018	9	135,344	135,344
Additions	9	199	199
Revaluation	9	1,688	1,688
Depreciation	9	(110)	(110)
Transfers out of Level 3	9	-----	-----
		137,121	137,121

13 Restricted Assets

	2020 \$000	2019 \$000
Other contributions	1,173	-----
	1,173	-----

The above amounts are recognised as restricted assets as there are specific conditions associated with the use of the funds. These funds transferred in to the Department at 1 July 2019, refer to Note 18.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

14 Current Liabilities - Payables

	2020 \$000	2019 \$000
Accrued salaries, wages and on-costs	3,650	2,391
Creditors	74,494	21,678
GST payable to the ATO	10,287	----
	88,431	24,069

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed at Note 23.

15 Current / Non-Current Liabilities - Borrowings

	2020 \$000	2019 \$000
Borrowings - current		
Lease liability	13,823	----
	13,823	----
Borrowings - non-current		
Lease liability	246,743	----
	246,743	----

16 Current / Non-Current Liabilities - Provisions

	2020 \$000	2019 \$000
Current Provisions		
Annual leave including on-costs	19,065	12,872
Long service leave on-costs	3,564	1,889
Payroll tax	2,757	1,684
Current employee benefits and related on-cost provisions	25,386	16,445
Restoration costs	----	8
Total Current Provisions	25,386	16,453
Non-Current Provisions		
Long service leave on-costs	343	164
Payroll tax	172	91
Non-Current employee benefits and related on-cost provisions	515	255
Restoration costs	6,721	6,035
Total Non-Current Provisions	7,236	6,290
Employee benefits and related on-costs	25,901	16,700
Restoration costs	6,721	6,043
Total Provisions	32,622	22,743

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
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16 Current / Non-Current Liabilities - Provisions (continued)

	2020 \$000	2019 \$000
Aggregate employee benefits and related on-costs		
Provisions - current	25,386	16,445
Provisions - non-current	515	255
Accrued salaries, wages and on-costs (Note 14).	3,650	2,391
	29,551	19,091

The Department's liability for long service leave is assumed by the Crown Entity. However the Department has an obligation to meet the long service leave related on-cost.

Based on statistics showing 17% (2019: 20%) of employees with greater than 30 days annual leave at June 20 2020, it is estimated that \$1,647k (2019: 1,448k) of accrued annual leave with associated on-costs would be settled after 12 months.

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits are set out below:

	2020 \$000	2019 \$000
Provision for Restoration Costs		
Carrying amount at the beginning of financial year	6,043	5,824
Unwinding /change in discount rate	448	331
Net amount transferred in due to administrative restructure	465	----
Unused amount reversed	(629)	(166)
Additional provisions recognised	398	152
Amounts used	(4)	(98)
Carrying amount at the end of financial year	6,721	6,043

Restoration costs relate to office accommodation leases with the major lease due to expire in 2025.

17 Current / Non-Current Liabilities - Other

	2020 \$000	2019 \$000
Other - current		
Unamortised leasehold incentive	----	3,053
Unearned revenue	217	864
Stolen Generations Reparations Scheme ¹	10,275	----
Other liabilities	12	24
	10,504	3,941
Other - non-current		
Unamortised leasehold incentive	----	23,381
Stolen Generations Reparations Scheme ¹	750	----
	750	23,381

¹ In December 2016, the NSW Government announced 'The Stolen Generations Reparations Scheme' in acknowledgement of the suffering caused by the forcible removal of Aboriginal children by the NSW Government in the past. The Department is managing the scheme on behalf of the NSW Government. From 1 July 2019, the responsibility of managing the Scheme transferred from the Department of Education as part of the equity transfer of Aboriginal Affairs. Refer to Note 17.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
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18 Increase / Decrease in Net Assets from Equity Transfers

Transfers in and out arising from Administrative Arrangements (Administrative Changes—Public Service Agencies) Order 2019, Administrative Arrangements (Administrative Changes—Public Service Agencies) Amendment Order 2019 and Administrative Arrangements (Administrative Changes - Miscellaneous) Order 2019 commencing 1 July 2019

	2020
	\$000
Transfer out - Countering Violent Extremism Unit to the Department of Communities and Justice	
Assets	
Current assets	
Cash and cash equivalents	0
Receivables	0
Total current assets	0
Non-Current assets	
Property, plant and equipment	0
Intangible assets	0
Total non-current assets	0
Total assets	0
Liabilities	
Current liabilities	
Payables	0
Provisions	93
Total current liabilities	93
Non-current liabilities	
Provisions	1
Total liabilities	94
Net assets	(94)

	2020
	\$000
Transfer out - City Deal Delivery Office to the Greater Sydney Commission	
Assets	
Current assets	
Cash and cash equivalents	0
Receivables	0
Total current assets	0
Non-Current assets	
Property, plant and equipment	0
Intangible assets	0
Total non-current assets	0
Total assets	0
Liabilities	
Current liabilities	
Payables	0
Provisions	93
Total current liabilities	93
Non-current liabilities	
Provisions	4
Total liabilities	97
Net assets	(97)

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

18 Increase / Decrease in Net Assets from Equity Transfers (continued)

	2020 \$000
Transfer out - Office of the Customer Service Commissioner, Behavioural Insights Unit & Government Communications Branch to the Department of Customer Service	
Assets	
Current assets	
Cash and cash equivalents	0
Receivables	0
Total current assets	0
Non-Current assets	
Property, plant and equipment	0
Intangible assets	27
Receivables	0
Total non-current assets	27
Total assets	27
Liabilities	
Current liabilities	
Payables	0
Provisions	526
Total current liabilities	526
Non-current liabilities	
Provisions	3
Total liabilities	529
Net assets	(502)
Transfer out - Regional Group to the Department of Planning, Industry and Environment	
Assets	
Current assets	
Cash and cash equivalents	0
Receivables	0
Total current assets	0
Non-Current assets	
Property, plant and equipment	1,633
Intangible assets	0
Receivables	0
Total non-current assets	1,633
Total assets	1,633
Liabilities	
Current liabilities	
Payables	0
Provisions	2,830
Total current liabilities	2,830
Non-current liabilities	
Provisions	248
Total liabilities	3,078
Net assets	(1,445)
Increase/(Decrease) in Net Assets From Equity Transfers out	2,138

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

18 Increase / Decrease in Net Assets from Equity Transfers (continued)

	2020
	\$000
Transfer in - Employee Relations Branch from Treasury	
Assets	
Current assets	
Cash and cash equivalents	0
Receivables	30
Total current assets	30
Non-Current assets	
Property, plant and equipment	716
Intangible assets	678
Total non-current assets	1,394
Total assets	1,424
Liabilities	
Current liabilities	
Payables	0
Provisions	1,051
Total current liabilities	1,051
Non-current liabilities	
Provisions	223
Total liabilities	1,274
Net assets	150

	2020
	\$000
Transfer in - Aboriginal Affairs NSW from Department of Education	
Assets	
Current assets	
Cash and cash equivalents	0
Receivables	0
Total current assets	0
Non-Current assets	
Property, plant and equipment	932
Intangible assets	56
Total non-current assets	988
Total assets	988
Liabilities	
Current liabilities	
Payables	0
Provisions	1,619
Other	13,500
Total current liabilities	15,119
Non-current liabilities	
Provisions	416
Other	9,450
Total non-current liabilities	9,866
Total liabilities	24,985
Net assets	(23,997)

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
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18 Increase / Decrease in Net Assets from Equity Transfers (continued)

	2020
	\$000
Transfer in - Arts Branch from Department of Planning and Environment and Planning Ministerial Corporation	
Assets	
Current assets	
Cash and cash equivalents	700
Receivables	3,240
Total current assets	3,940
Non-Current assets	
Property, plant and equipment	565,288
Intangible assets	147
Receivables	0
Total non-current assets	565,435
Total assets	569,375
Liabilities	
Current liabilities	
Payables	101,577
Provisions	1,639
Total current liabilities	103,216
Non-current liabilities	
Provisions	21
Total liabilities	103,237
Net assets	466,138

	2020
	\$000
Transfer in - Heritage Branch from Office of Environment and Heritage	
Assets	
Current assets	
Cash and cash equivalents	473
Receivables	2,175
Total current assets	2,648
Non-Current assets	
Property, plant and equipment	80
Intangible assets	0
Total non-current assets	80
Total assets	2,728
Liabilities	
Current liabilities	
Payables	147
Provisions	3,245
Total current liabilities	3,392
Non-current liabilities	
Provisions	78
Total liabilities	3,470
Net assets	(742)

Increase/(Decrease) in Net Assets From Equity Transfers in 441,549

Increase/(Decrease) in Net Assets From Equity Transfers 443,687

Transfers - up to 30 June 2019 (for comparative purposes)

There were no transfers arising from Administrative Arrangements for the period 1 July 2018 to 30 June 2019

Increase/(Decrease) in Net Assets From Equity Transfers 0

19 Contingent Liabilities and Contingent Assets

Contingent Liabilities

The Department is not aware of any significant or material contingent liability in existence at 30 June 2020 or which has emerged subsequent to this date, which may materially impact on the financial position of the Department as shown in the financial statements.

Contingent Assets

There are no known contingent assets at balance date.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

20 Budget Review

Net Result

The net result was a \$223,430k surplus compared to a budgeted surplus of \$389,594k. This is an unfavourable variance of \$166,164k, arising primarily from lower capital expenditure and therefore a decrease in the associated capital appropriation and grant revenues. Other variances to budget include the following:

Expenses

Total expenses excluding losses were \$1,632,639k compared to a budget of \$1,409,086k. This was \$223,553k over budgeted total expenses. The primary increases were the inclusion of Natural Disaster Relief Grant expenses (\$450,500k), following the s24 transfer of Resilience NSW funding from the Department of Communities and Justice; offset by reductions in capital grant expenses (\$239,627k).

Revenue

Total revenue was \$1,893,877k compared to a budget of \$1,798,680k. This was \$95,197k additional revenue compared to budget. Appropriations were increased by a net \$180,005k as a result of recurrent appropriation increases from transfers, less carry forwards (\$455,632k); offset by reductions in capital appropriation flows of \$275,627k.

Grants and Contributions were \$72,798k under budget due to a carry forward for projects funded from the Restart Fund.

Other Gains

Other gains / (losses) were a loss of \$34,954k compared to a budget of nil. The loss resulted from the impairment of Right of Use Assets for accommodation leases held by the Department.

Assets and Liabilities

Net assets were \$801,682k compared to a budget of \$981,331k. The major variances arising on the Statement of Financial Position are noted below:

Assets

Cash and Cash Equivalents were \$72,643k compared to a budget of \$20,894k. This is \$51,749k over budget, which is due to receipt of grants prior to the end of financial year.

Receivables were \$45,483k compared to a budget of \$9,281k. This is \$36,202k over budget, which is mainly due to prepayment of capital grants.

Liabilities

Payables were \$88,431k compared to a budget of \$23,179k. This is \$65,252k over budget, which is due to the timing differences in a number of accounts payables, greater than anticipated for in the budget.

Non current Borrowings were \$246,743k compared to a budget of \$100,630k. The increase in lease liability was due to the change in in lease options and interest rates.

Cash Flows

The closing Cash position was \$72,643k compared to a budget of \$20,894k. This is over budget by \$51,749k which is due to receipt of grants prior to the end of financial year.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

21 Reconciliation of Cash Flows from Operating Activities to Net Result

	2020	2019
	\$000	\$000
Net cash used on operating activities	225,212	(4,572)
Net adjustments for non-cash equity transfers	123,722	----
Depreciation and amortisation	(29,509)	(9,008)
Finance Costs	(6,333)	(139)
Decrease / (increase) in provisions	(10,063)	(2,443)
Increase / (decrease) in receivables & prepayments	31,473	6,915
(Increase) / decrease in creditors	(64,361)	(3,102)
Net gain / (loss) on sale of plant and equipment	(2,854)	----
Other gain / (loss)	(34,954)	(25)
Transfer of lease incentive to right of use asset	(26,434)	----
Decrease / (increase) in other liabilities	16,069	4,501
Asset received free of cost	1,462	----
Net result	223,430	(7,873)

22 Trust Funds

	2020	2019
	\$000	\$000
Unclaimed Wages account		
Cash balance at the beginning of the financial year *	349	----
Add: Receipts	414	----
Less Expenditure	(256)	----
Cash balance at the end of the financial year	507	----

* The custodial role for this trust fund transferred to the Department with the transfer in of Employee Relations on 1 July 2019.

	2020	2019
	\$000	\$000
Public Trust account		
Cash balance at the beginning of the financial year *	14	----
Add: Receipts	37	----
Less Expenditure	(41)	----
Cash balance at the end of the financial year	10	----

* The custodial role for this trust fund transferred to the Department with the transfer in of Employee Relations on 1 July 2019.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
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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, including derivative financial instruments, for speculative purposes.

The Department's main risks arising from financial instruments are outlined below, together with the Department's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Secretary has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Department, to set risk limits and controls and to monitor risks. The Audit and Risk Committee and Internal Auditors assist in the review of compliance with policies.

(a) Financial instrument categories

Class	Note	Category	Carrying Amount	
			2020	2019
Financial Assets			\$000	\$000
Cash and cash equivalents	7	Not Applicable	72,643	2,516
Receivables ¹	8	Amortised cost	13,840	10,673
Financial Liabilities			\$000	\$000
Payables ²	14	Financial liabilities measured at amortised cost	76,694	23,117
Borrowings	15	Financial liabilities measured at amortised cost	260,566	----
Other	17	Financial liabilities measured at amortised cost	11,037	26,458

¹ Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)

² Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7)

The entity determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

(b) Credit Risk

Credit risk arises when there is the possibility of the Department's debtors defaulting on their contractual obligations, resulting in a financial loss to the Department. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses).

Credit risk arises through the holding of financial assets, including cash, receivables and authority deposits. No collateral is held by the Department. No financial guarantees have been provided by the Department.

Credit risk associated with the Department's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

Cash and cash equivalents

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

23 Financial Instruments (continued)

Receivables - trade debtors

Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

The Department applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates*.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 180 days past due.

*The Department's trade receivables are not significantly exposed to debtors directly impacted by the economic downturn due to COVID-19. As such, the expected credit loss is based on historical loss rates.

The increase in trade debtors is due to new functions transferred in to the Department.

The loss allowance for trade receivables as at 30 June 2020 and 30 June 2019 was determined as follows:

	30 June 2020					Total
	Current	<30 days	30-60 days	61-90 days	>91 days	
Expected credit loss rate	0.0%	0.0%	0.0%	0.0%	3.9%	
Estimated total gross carrying amount at default	2,154	1,059	46	1,104	1,934	6,297
Expected credit loss	0	0	0	0	75	75

	30 June 2019					Total
	Current	<30 days	30-60 days	61-90 days	>91 days	
Expected credit loss rate	0.0%	0.0%	0.0%	0.0%	4.3%	
Estimated total gross carrying amount at default	1,278	93	32	3	565	1,971
Expected credit loss	0	0	0	0	24	24

Notes: The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7. Therefore, the 'total' will not reconcile to the receivables total in Note 8.

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2020. Most of the Department's debtors have a AAA credit rating.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

23 Financial Instruments (continued)

(c) Liquidity risk

Liquidity risk is the risk that the Department will be unable to meet its payment obligations when they fall due. The Department continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets.

During the current and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The Department's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

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 NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, 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. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise.

The Department is funded directly from the Consolidated Fund on a cash flow needs basis and should only hold unrestricted cash balances to cover its immediate operational requirements. Refer to Note 1 (b) with regards to liquidity risk as a result of COVID-19.

The table below summarises the maturity profile of the Department's financial liabilities, together with the interest rate exposure.

Maturity Analysis and interest rate exposure of financial liabilities

		\$'000						
	Weighted Average Effective Int. Rate	Nominal Amount	Fixed Interest Rate	Variable Interest Rate	Non-interest bearing	< 1 yr	1-5 years	> 5 yrs
2020								
Payables:								
Accrued salaries, wages and on-costs		2,204	----	----	2,204	2,204	----	----
Creditors		74,490	----	----	74,490	74,490	----	----
		76,694	----	----	76,694	76,694	----	----
Borrowings:								
Lease liabilities		260,566	----	----	260,566	13,823	246,743	----
		260,566	----	----	260,566	13,823	246,743	----
Other Liabilities:								
Unamortised leasehold incentive		----	----	----	----	----	----	----
Other		11,037	----	----	11,037	10,287	750	----
		11,037	----	----	11,037	10,287	750	----
Total		348,297	----	----	348,297	100,804	247,493	----
2019								
Payables:								
Accrued salaries, wages and on-costs		1,457	----	----	1,457	1,457	----	----
Creditors		21,660	----	----	21,660	21,660	----	----
		23,117	----	----	23,117	23,117	----	----
Other Liabilities:								
Unamortised leasehold incentive		26,434	----	----	26,434	3,053	12,212	11,169
Other		24	----	----	24	24	----	----
		26,458	----	----	26,458	3,077	12,212	11,169
Total		49,575	----	----	49,575	26,194	12,212	11,169

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

23 Financial Instruments (continued)

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Department's exposures to market risk are primarily through interest rate risk on the Department's borrowings and other price risks associated with the movement in the unit price of the Hour Glass Investment facilities.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Department operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2019. The analysis assumes that all other variables remain constant.

Interest rate risk

The Department does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore, for these financial instruments, a change in interest rates would not affect net results or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility.

The Department's exposure to interest rate risk is set out below.

Consolidated	Carrying Amount	-1%		1%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
2020					
<i>Financial assets</i>					
Cash and cash equivalents	72,643	(726)	(726)	726	726
Receivables	13,840	(138)	(138)	138	138
<i>Financial liabilities</i>					
Payables	76,694	767	767	(767)	(767)
Borrowings	260,566	2,606	2,606	(2,606)	(2,606)
Other liabilities	11,037	110	110	(110)	(110)
2019					
<i>Financial assets</i>					
Cash and cash equivalents	2,516	(25)	(25)	25	25
Receivables	10,673	(107)	(107)	107	107
<i>Financial liabilities</i>					
Payables	23,117	231	231	(231)	(231)
Other liabilities	26,458	265	265	(265)	(265)

(e) Fair value measurement

(i) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short-term nature of many of the financial instruments.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

24 Related Party Disclosures

Related party disclosures – key management personnel

In accordance with AASB 124 Related Party Disclosures, key management personnel are those having authority and responsibility for planning, directing and controlling the activities of the entity.

(a) Compensation of key management personnel

	2020 \$'000	2019 \$'000
Short-term employee benefits:		
Salaries	3,456	3,039
Other monetary allowances	----	----
Non-monetary benefits	22	10
Other long-term employee benefits	----	----
Post-employment benefits	----	----
Termination benefits	256	346
Total remuneration	3,734	3,395

During the year, following machinery of government changes and to have better representation of the Department's operational responsibilities, two existing departmental roles were added as key management personnel. Without this change, there would have been a year on year decrease in compensation amounts.

(b) Transactions with related parties

During the reporting period there were no material transactions between key management personnel or their associates and any NSW Government entities.

During the year, the Department entered into transactions with NSW Government related entities that are controlled, jointly controlled or significantly influenced by NSW Government. These transactions are all at arm's length and in the ordinary course of the business of the Department.

25 Events After the Reporting Period

Administrative Arrangements (Administrative Changes—Miscellaneous) Order 2020 transferred the Aboriginal Cultural Heritage Regulation Branch to the Department from the Department of Planning Industry and Environment as at 1 July 2020. The assets and liabilities associated with this transfer are not expected to be material.

The effect of COVID-19 on the financial position and performance of the Department has been considered in the preparation of these financial statements. Impacts on the property market for leased accommodation have been recognised, by impairing the value of the Department's right of use assets. This has been based on assessment by independent valuers, as recommended by Property NSW (Refer to Note 5). Other impacts are considered to be immaterial. The Department's major funding source is the Consolidated Fund and going concern has been addressed in Note 1 (b).

End of audited financial statements



Australia Day in Sydney

Management

Consumer response

Correspondence

Premier and Cabinet processed 290 items of Secretary's correspondence and 45,425 items of correspondence for the Premier during the reporting period.

The department aims to respond where required within 20 working days. For items that required a substantive response, the department met its internal due dates 90 per cent of the time.

Additionally, we delivered more than 2,520 messages of congratulations from the Premier to NSW citizens as they celebrated milestone anniversaries and birthdays.

We also actioned 840 requests for responses to correspondence from the Office of the Minister for the Public Service and Employee Relations, Aboriginal Affairs and the Arts.

External feedback

The department continued its commitment to handling public feedback and complaints courteously, efficiently, equitably and while respecting the privacy of the person making the complaint.

Complaints are handled in accordance with our External Complaint Handling Policy and Procedures.

We host Feedback Assist on the department and NSW Government websites. This tool is easily accessible and offers a consistent contact point for customers to lodge and track complaints, compliments and suggestions.

Privacy management plan

The department has a dedicated Information and Privacy Unit that is responsible for advising staff (as well as Ministerial staff) about their privacy obligations under the *Privacy and Personal Information Protection Act 1998* (PIIP Act) and promoting privacy awareness.

In September 2019 we revised our Privacy Management Plan to include new content such as how to conduct a privacy impact assessment,

and the role of the Data Analytics Centre and information sharing, and adopted a Personal Information Data Breach Policy. The policy establishes a risk-appropriate response framework to potential data breaches. It incorporates providing notice to affected third parties and the Privacy Commissioner as appropriate, and evaluating systemic improvements in response to breaches.

We promote privacy awareness to all staff and look for new and innovative ways to do this each year. In 2019–20 we hosted a staff event to promote and launch the Privacy Management Plan and Personal Information Data Breach Policy, with keynote speaker Dr Ian Oppermann, Chief Data Scientist and CEO of the Data Analytics Centre. Dr Oppermann spoke about data sharing among agencies in the context of privacy obligations in policy-making and project delivery work.

Our privacy policy is clearly set out at paragraphs 11.14–11.15 of our Code of Conduct. New staff members are briefed on their obligations under the code, including in relation to the handling of personal information, and an e-learning module is provided at onboarding, with all staff required to complete it every two years. The Privacy Management Plan is published on our website. The department's Privacy Contact Officer can be contacted at:

Privacy Contact Officer

Information Access and Privacy Unit
Office of General Counsel
Department of Premier and Cabinet
PO Box 5341 Sydney NSW 2001
Phone: (02) 9228 5871

Internal reviews

No internal reviews were conducted by or on behalf of the department under the PIIP Act or the *Health Records and Information Privacy Act 2002* during 2019–20.

Public interest disclosures

We recognise the value and importance of the contributions of public officials to enhance administrative and management practices. The department supports public interest disclosures being made by public officials regarding these matters.

Section 31 of the *Public Interest Disclosures Act 1994* requires each public authority to prepare an annual report on obligations under the Act. In accordance with section 4 of the Public Interest Disclosures Regulation 2011 (NSW), the following information is provided on public interest disclosures for the period 1 July 2019 to 30 June 2020:

- a. Number of public officials who made a public interest disclosure: 1
- b. Number of public interest disclosures received: 1
- c. Number of public interest disclosures relating to possible or alleged:
 - (i) corrupt conduct: 0
 - (ii) maladministration: 1
 - (iii) serious and substantial waste of public money: 0
 - (iv) government information contraventions: 0
 - (v) local government pecuniary interest contraventions: 0

TOTAL number of public interest disclosures received: 1

- d. Number of public interest disclosures that have been finalised in this reporting period: 1
- e. An internal reporting policy has been established.

The department has a policy and procedures to guide staff in the reporting of public interest disclosures. Further information is provided on the department's intranet and internet sites.

- f. Actions taken to ensure staff awareness of the policy and the protections under the Act are:
 - ▶ We have a Public Interest Disclosure Policy in line with the NSW Ombudsman's Model Policy and the Act.
 - ▶ We have a suite of e-learning modules for staff which includes information on our Fraud Control Policy and how to make a public interest disclosure.

Government information

Obligations under the GIPA Act

Review of proactive release program – Clause 8(a)

The department's program for the proactive release of information involves reviewing the information sought and released pursuant to applications under the *Government Information (Public Access) Act 2009* (GIPA Act) received over the financial year, considering the kinds of government information held by the department that may be suitable for proactive release and asking department groups and branches to submit information that is suitable for proactive release to the department's Information and Privacy Unit (IAPU). Following this review, IAPU considers whether there are any public interest considerations against disclosure of the information, whether consultation is required, and whether this would impose unreasonable additional costs to the department.

During the reporting period, the department made a large amount of material available regarding the application and administration of the public health orders prepared in response to the COVID-19 pandemic. The proactively released information included guidance material, webpages for nsw.gov.au and other collateral material. The department worked with agencies such as the Department of Customer Service, NSW Health and NSW Police Force to ensure that government information was released proactively, regularly reviewed for accuracy and made accessible to the whole NSW community through a variety of traditional and online channels. The preparation and proactive release of this information improved the degree of understanding within the community of unprecedented public health measures.

Premier and Cabinet continues to proactively release information concerning the costs of entitlements for former office holders and details of ministerial staff numbers. The information is available on our website.

OpenGov NSW contains information published by NSW Government agencies, including annual reports and open access information released under the GIPA Act. Our annual report is publicly available on the OpenGov NSW website at opengov.nsw.gov.au.

Number of access applications received – Clause 8 (b)

During the reporting period, the department received 92 formal access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information – Clause 8 (c)

During the reporting period, the department refused three formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, all decisions were made to refuse in full, and no decision was made to refuse in part.

Statistical information about access applications – clause 8 (d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	5	5	3	3	0	0	0	0
Members of Parliament	1	1	1	5	1	1	0	0
Private sector business	2	2	1	0	0	0	0	0
Not-for-profit organisations or community groups	2	3	0	0	0	0	0	0
Members of the public (application by legal representative)	2	0	1	1	2	1	0	1
Members of the public (other)	12	1	2	9	3	0	0	2

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	3	0	0	7	0	0	0	1
Access applications (other than personal information applications)	21	12	8	11	6	2	0	2
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	5
Executive Council information	1
Contempt	3
Legal professional privilege	3
Excluded information	1
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to the Judicial Commission	0
Information about authorised transactions under the <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transactions under the <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	7
Law enforcement and security	1
Individual rights, judicial processes and natural justice	9
Business interests of agencies and other persons	9
Environment, culture, economy and general matters	1
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	53
Decided after 35 days (by agreement with applicant)	7
Not decided within time (deemed refusal)	1
Total	61

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	2	2
Review by Information Commissioner*	1	0	1
Internal review following recommendation under section 93 of Act	1	0	1
Review by NCAT	0	1	1
Total	2	3	5

* The Information Commissioner does not have the authority to vary decisions, but can make a recommendation to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	4
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency-initiated transfers	18
Applicant-initiated transfers	1

Orders for papers under Standing Order 52 of the Legislative Council

The department coordinated returns by agencies and Ministers to 82 orders for papers passed by the Legislative Council under Standing Order 52 in 2019-20. Standing Order 52 enables the House to pass orders for state papers which are reasonably necessary for the House to exercise its legislative functions and to ensure proper scrutiny of the Executive. We provided support to agencies and Ministers' staff to ensure the timely and orderly return to Parliament of 422 boxes of non-privileged documents, which are able to be inspected by members of the public, and 297 boxes of privileged documents, which are available to members of

the Legislative Council. This represents a dramatic increase in the number of orders for papers – only 16 orders for papers were agreed to between the years 2016 to 2018. These figures, although substantial, do not reflect the full extent of the time, effort and resources that must be marshalled, almost always at short notice, to respond to these orders, many requiring staff to work long hours and weekends to finalise their agencies' returns.

The department is aware of the following statistics from 2020, by way of example, which represent an estimated 3,755.5 hours of public service time (see table below). It is noted that at least some of these orders were made during the COVID-19 pandemic.

Order	Estimated hours worked to comply	No. of non-privileged boxes	No. of privileged boxes
Floodplain harvesting	105	12	14
Transport asbestos registers	175	74	28
Operator of Maules Creek coal mine and biodiversity offsets	50	5	2
Personal protective equipment	770	4	2
Powerhouse Museum	400	17	9
Supplies to public schools	535	9	1
Stronger Country Community Fund grants	195	1	5
Funding for independent disability advocacy services	296	6	3
Workers Compensation Scheme providers	1100	20	39
Bushfire inquiries	130	3	10

Governance framework

We are committed to good governance. Our governance framework ensures the department achieves its objectives while complying with all relevant laws, meeting community expectations, and complying with standards and codes in respect to probity, accountability and transparency.

Risk management is embedded in the department through a Risk Management Framework (published in February 2020), key governance committees built into the structure and workings of the department, and a risk management culture driven by the Senior Executive Board.

Under the department's Corporate Policy Framework, we continued to review and update corporate policies and procedures to meet legislative requirements and ensure quality.

The department has a mature corporate reporting program to the Audit and Risk Committee about its internal and external auditing agenda and review of controls. This ensures continuous oversight and transparency of the department's audit and risk profile.

Our staff are required to complete a suite of mandatory governance e-learning modules on the Code of Conduct, fraud and corruption, and risk management. We continue to run training and information sessions on key corporate governance functions to educate and engage staff on their ongoing responsibilities.

Audit and risk management

The Secretary is required to provide an annual statement attesting to compliance with the eight core requirements of Treasury Policy TPP 15-03 *Internal Audit and Risk Management Policy for the NSW Public Sector*.

The Secretary's attestation is shown on page 108.

During 2019-20, the department's risk management actions included:

- engaging external advisors to update the department's Risk Management Framework to align with AS-ISO 31000:2018 Risk Management – Guidelines and to accommodate machinery of government changes. The Risk Management Framework was published in February 2020

- updating key risk policies such as the Gifts, Benefits and Hospitality Policy to provide greater transparency and raise internal awareness. This was in line with the Auditor-General's November 2019 report, Internal Controls and Governance
- continuing to raise the risk management culture and capability within the department by bringing risk management matters to the department's governance and senior executive committees on an ongoing basis.

The department's internal audit actions included:

- conducting an internal audit of the department's business continuity management
- continuing to engage an external advisor as the department's supplier of internal audit services
- developing an Internal Audit Charter (published in January 2020) and associated Internal Audit Manual.

Implementing performance audit recommendations

The NSW Audit Office undertakes performance audits to assess whether the activities of the department are being carried out effectively, economically, efficiently and in compliance with relevant laws.

Audit recommendations are implemented across the business within agreed time frames. The implementation of recommendations is overseen by the department's Audit and Risk Committee.

Our progress in implementing performance audit recommendations for 2019-20 is outlined in the table below. There were no outstanding recommendations remaining as at 30 June 2020.

Name of performance audit report	Date tabled	No. of remaining recommendations reported in 2018-19 annual report	No. of recommendations closed during 2019-20	No. of recommendations remaining at 30 June 2020
Government advertising	13 Sept 2018	1	1	0
Progress and measurement of Premier's Priorities	11 Dec 2018	8	8	0

Internal Audit and Risk Management Attestation Statement for 2019-20

I, Tim Reardon, Secretary of the Department of Premier and Cabinet, am of the opinion that the Department of Premier and Cabinet has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements

Risk Management Framework

1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2018	Compliant

Internal Audit Function

2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant

Audit and Risk Committee

3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

- Independent Chair, Gerardine Brus, appointed January 2018, term expires January 2021
- Independent Member, Christine Feldmanis, appointed December 2017, term expires December 2020
- Independent Member, Garry Dinnie, appointed October 2017, term expires April 2021



Tim Reardon
Secretary
Department of Premier and Cabinet
Date: 21/08/2020



Premier
& Cabinet

Cyber Security Annual Attestation Statement for the 2019-2020 Financial Year for the Department of Premier & Cabinet

I, Timothy Reardon, Secretary of the Department of Premier & Cabinet (DPC), am of the opinion that DPC have managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Governance is in place to manage the cyber security maturity and initiatives of DPC.

Risks to the information and systems of DPC have been assessed and are managed.

There exists a current cyber incident response plan for DPC which has been tested during the reporting period.

DPC has an Information Security Management System (ISMS) covering its crown jewels in place.

DPC is doing the following to continuously improve the management of cyber security governance and resilience:

- Uplifting its maturity against the Australian Cyber Security Centre's "Essential 8 Maturity Model"

This attestation covers the following agencies: DPC

A handwritten signature in black ink, appearing to be 'T Reardon'.

Timothy Reardon
Secretary, Department of Premier & Cabinet

Overseas visits

Date	Officer	Destination	Purpose
28 June – 5 July 2019	Kate Foy	London, UK	With the Minister for the Arts, attended meetings with key theatre and museum stakeholders to inform work being undertaken by the government in the arts and cultural infrastructure space
3–18 August 2019	Leanne Byrne	UK, Germany	Provided support, planning and logistics for the Premier's official visit to the UK and Germany
3–18 August 2019	Simon Thomas	UK, Germany	Provided support for media engagement for the Premier's official visit to the UK and Germany
10–18 August 2019	Tim Reardon	UK, Germany	Accompanied the Premier to promote international trade and investment in NSW, and job creation
11–12 September 2019	Sally Walkom	New Zealand	Part of Infrastructure Partnerships Australia delegation to New Zealand
17–18 September 2019	Cameron McTaggart	Singapore	Attended workshop on unsolicited proposals policy
19–26 October 2019	Sally Regan	Los Angeles, USA	Attended Ausfilm Week to promote screen production opportunities in NSW
19–23 November 2019	Sally Regan	Seoul, South Korea	Acted as Australian Chairperson at the Asian Animation Summit
1–9 December 2019	Grainne Brunsdon	London, UK	Attended Content London screen industry event and the UNESCO Creative Cities Network Steering Group workshop

Funding and expenditure

Insurance

The Department of Premier and Cabinet is a member agency of the Treasury Managed Fund (TMF). The TMF is a self-insurance scheme created by the NSW government to insure government agency risk.

As a member agency, the department is indemnified for all insurable risks, with claims funded by deposit contributions and managed by iCare.

The TMF provides cover for the following:

- workers compensation
- legal liability
- property
- motor vehicle
- miscellaneous risks.

Controlled entities

The department does not have any controlled entities.

Subsidiaries

The department does not have any subsidiaries.

Land disposal

There were no land disposals for the period 1 July 2019 to 30 June 2020.

Accounts payment performance

Aged analysis at the end of each quarter					
All suppliers					
Quarter	Current (within due date) (\$)	<30 days overdue (\$)	30–60 days overdue (\$)	61–90 days overdue (\$)	90+ days overdue (\$)
Sept 2019	2,414,721	151,836	6,500	0	7,759
Dec 2019	3,360,471	51,103	0	2,554	152,794
March 2020	11,169,771	105,680	4,580	3,408	244,190
June 2020	1,255,286	4,895	11,858	890	187,633

Accounts due or paid within each quarter					
Measure	Total 2019–20	Sept 2019	Dec 2019	March 2020	June 2020
All suppliers					
Number of accounts due for payment	9,138	1,822	2,223	2,302	2,791
Number of accounts paid on time	7,249	1,333	1,829	1,754	2,333
Actual percentage of accounts paid on time (based on number of accounts)	79.33%	73.16%	82.28%	76.19%	83.59%
Dollar amount of accounts due for payment	\$721,276,649	\$77,662,466	\$123,631,819	\$223,836,914	\$296,145,451
Dollar amount of accounts paid on time	\$572,048,140	\$65,455,174	\$98,663,519	\$116,673,881	\$291,255,566
Actual percentage of accounts paid on time (based on \$)	79.31%	84.28%	79.80%	52.12%	98.35%
Small business suppliers					
Number of accounts due for payment	198	23	51	52	72
Number of accounts paid on time	99	11	23	22	43
Actual percentage of accounts paid on time (based on number of accounts)	50.00%	47.83%	45.10%	42.31%	59.72%
Dollar amount of accounts due for payment	\$4,689,032	\$2,669,486	\$593,637	\$371,991	\$1,053,918
Dollar amount of accounts paid on time	\$2,228,542	\$1,047,978	\$255,246	\$215,732	\$709,586
Actual percentage of accounts paid on time (based on \$)	47.53%	39.26%	43.00%	57.99%	67.33%
Number of payments for interest on overdue accounts	0	0	0	0	0
Interest paid on overdue accounts	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Consultancies

Consultancies of value less than \$50,000

In 2019–20, there were 43 consultancies under \$50,000 in value, costing a total of \$684,378.

Consultancies of value equal to or more than \$50,000

There were 21 consultancies with a value of \$50,000 or more, with a total cost of \$2,588,728.

There was a further consultancy with Boston Consulting Group relating to support of the NSW Government's COVID-19 recovery strategy. DPC entered into an agreement for consultancy services prior to 30 June 2020, the value of the consultancy was \$980,000 and the costs will be included in the 2020-21 Annual Report.

Consultancies of \$50,000 or more in value

Consultant	Branch	Nature of consultancy	Cost (\$)
Arlington, Kim Nicole	Strategy and Delivery	Special Commission of Inquiry into the Drug 'Ice' – media consulting	187,381
The Australian National University	Aboriginal Affairs NSW	OCHRE Evaluation – Local Decision Making	59,000
Experteq IT Services Pty Ltd	People Group	Statement of Work for Consulting Engagement	60,000
Delivery Associates Ltd	Transformation	Advice on delivery of the Premier's Priorities	50,000
Deloitte Consulting Pty Ltd	Transformation	Independent review of the new Premier's Priorities metrics	91,910
Deloitte Consulting Pty Ltd	Transformation	Development of lead indicators for the Premier's Priorities	90,100
H4 Consulting	Citizen Delivery	NDIS – Engagement with key stakeholders to support the consultation phase of the <i>Consultation Framework for Restrictive Practices Authorisation in NSW</i>	99,561
The Hensher Group Pty Ltd	Citizen Delivery	NSW Fast Rail Strategy – Update and run R-Tresis transport demand model to generate generalised travel costs	220,000
KPMG Australia Pty Ltd	Employee Relations	Independent strategic review of Employee Relations' governance arrangement, roles and responsibilities	220,136
lahznimmo architects	Create NSW	To procure architectural consultant services for the design, development and construction of storage, production and operational facilities	169,182
Luti Consulting Pty Ltd	Citizen Delivery	NSW Fast Rail Strategy – Modelling and economic appraisal to support the Fast Rail Network Strategy	139,198
Mary O'Kane & Associates Pty Ltd	Strategy and Delivery	NSW Independent Bushfire Inquiry – Prof. Mary O'Kane appointed to lead NSW Independent Bushfire Inquiry	202,027
Melhuish & Co Pty Ltd	Strategy and Delivery	Special Commission of Inquiry into the Drug 'Ice' – report graphic design	65,911

Consultant	Branch	Nature of consultancy	Cost (\$)
Nine Squared Pty Ltd	Citizen Delivery	NSW Fast Rail Strategy – Review of the draft NSW Fast Rail Strategy	120,425
Overs, Margery	Strategy and Delivery	Special Commission of Inquiry into the Drug 'Ice' – writing and editing services	130,950
Professor Andrew McNaughton	Citizen Delivery	NSW Fast Rail Strategy – Provision of strategic advice to the NSW Government and the Fast Rail Strategy Panel	106,509
Risk-e Business Consultants Pty Ltd	Strategy and Delivery	NSW Independent Bushfire Inquiry – Dave Owens appointed to lead NSW Independent Bushfire Inquiry	181,250
The Trustee for Ragg Family Trust	Strategy and Delivery	Special Commission of Inquiry into the Drug 'Ice' – writing and editing services	71,640
Wood, Stephanie	Strategy and Delivery	Special Commission of Inquiry into the Drug 'Ice' – writing and editing services	84,636
Writemedia Pty Ltd	Strategy and Delivery	Special Commission of Inquiry into the Drug 'Ice' – writing and editing services	124,350
WSP Australia Pty Ltd	Citizen Delivery	NSW Fast Rail Strategy – Provision of connectivity planning services for the NSW Fast Rail Strategy	114,560

Grants

Effective and coordinated government

Figures are exclusive of GST.

Name of organisation	Nature and purpose of grant	Amount paid (\$)
1st Cherrybrook Scout Group	Funding to host community event 'Movies Under the Stars'	5,000
Aberdeen Men's Shed	Funding assistance to replace unsafe tools at the shed	1,690
Albion Park Cricket Club	Funding towards extra concreting around the cricket club	1,000
Albion Park Crows	Funding towards new AFL jerseys	5,000
All Sustainable Futures	Funding towards the Nowra East community kitchen	12,500
Australian Red Cross	Contribution to the 72nd Red Cross Calling Appeal	200,000
Australian Air League Moorebank Squadron	Funding for a new complete set of drums	5,000
Australian Model Railway Association NSW	Funding for a new dishwasher for the association's kitchen	1,601
Bald Face Public School	Funding towards an accessibility track at the school playground	15,000
Bankstown Basketball Association	Roof repairs to Bankstown Basketball Stadium	18,000
Barnardos Australia	Funding support for the Barnardos Mother of the Year Awards 2020	15,000
Bathurst Men's Shed	Funding to assist with improvements at the facility	3,000
Bathurst Observatory	Funding assistance towards the relocation of the observatory	15,000
BDCU Goulburn Hospital Fundraising Inc	Funding towards a bariatric lifter, a slidex sliding table tilt and two observation monitors for the Community Health Centre	27,350
Better Foundation	Funding to purchase a wheelchair to assist visitors and patients at the Blacktown Hospital	797
Biaggio Signorelli Foundation	Donation in support of the Biaggio Signorelli Foundation	50,000
Big Yellow Umbrella	Funding towards a shop fit-out including fridges and freezers	15,000
Bobin School of Arts Hall	Funding to purchase and install a solar power unit	10,000
Bomaderry Public School P&C	Funding towards new school stage curtains	5,779
Boorowa Hostel Inc	Funding assistance towards a sensory garden for the residents	15,000
Botany Bay Environmental Education Centre	Commemorative art project for the 250th anniversary of James Cook's landing	1,600
Brisbane Waters Rural Fire Brigade	Upgrade training room furniture	4,600
Burnside Gollan Bushcare	Funding to purchase trays of plants for the volunteer group	3,000
Burrowa House	Funding towards a generator for the facility	40,000
Camden Council	Funding towards a pedestrian walkway from Harrington Park shopping district to the centre of a nearby estate	15,000
Camp Quality - Team Kermit	Support for esCarpade fundraising event	1,000
CaraCare	Funding to support the organisation and to assist in coordinating care packs	3,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Casula Rural Fire Service	Funding to replace electrical equipment at the station damaged by a lightning strike	35,000
Central Coast Animal Care Facility	Funding to help provide improvements to the facility	12,500
Charlie Teo Foundation	Donation in support of the Charlie Teo Foundation	25,000
Co.As.It	Funding to support programs that include purchase and delivery of groceries, additional protective equipment and the Telephone Companionship Program	5,000
Red Head Villages Association	Purchase of a critical response kit	20,000
Condell Park Public School	Funding for school playground fencing	15,000
Culcairn Golf Club	Funding assistance to construct a machinery shed to house valuable equipment	10,000
Currarong Community Hall	Funding towards PA and audio-visual equipment	5,862
CWA Kiama Evening Branch	Funding towards the purchase of a marquee and table covers	2,207
Down Syndrome NSW	Morning tea to celebrate World Down Syndrome Day	1,000
Dural Men's Shed	Funding towards machinery and equipment to assist with the Whitelion boys program	8,477
Dural Men's Shed	Funding towards the fit-out of a Centre of Health and Exercise	20,000
Eastwood Ryde Netball Association	Funding towards the purchase of uniforms	9,000
Empire Bay Progress Association	Funding towards drainage for the community hall	4,104
Engadine Rural Fire Brigade	Funding towards upgrading the brigade's station and office equipment	29,500
Erina Tennis Club	Funding assistance towards clubhouse renovations	6,300
Forest Rangers Football Club	Funding towards the upgrade of the club's amenity building	10,000
Forgotten Diggers Inc	Funding towards a headstone for unmarked graves of returned diggers	5,000
Garrawarra Centre	Funding assistance towards a 'Tovertafel' unit to assist with dementia patients	15,000
Gateway Family Services	Funding to provide air-conditioning to the premises and purchase a display fridge	11,114
Georges River Council	Funding towards the installation of surveillance cameras	7,000
Glenmore Park Public School	Funding for a new shipping container and concrete base	9,344
Glenorie Memorial Hall Committee Inc	Funding towards the erection of sandstone blocks and pillars to create a protective barrier during commemorative services at the memorial grounds	10,000
Glory Football Club	Funding to upgrade the club's amenity and storage building	11,500
Goulburn Community Garden	Funding assistance towards three new greenhouse shelves	600
Goulburn Golf Club	Funding to purchase and install a solar water pump	20,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Goulburn South Public School	Funding towards shade sails for a more inclusive playground	16,280
Greenwell Point Community Hall	Funding to replace the dishwasher at the hall	1,799
Gunning District Association	Funding towards a water bubbler installation project	1,500
Gunning Public School	Funding assistance towards a split system air-conditioning unit	2,800
Guyra and District Show Society	Funding assistance towards entertainment at the 2020 District Show	7,700
GyMEA Miranda Bowling and Sports Club	Funding towards outdoor furniture to use as part of the new outdoor club extension	10,000
Headspace Campbelltown	Funding assistance for two laptops and furniture for group therapy sessions	5,000
Hills Basketball Association	Funding to supply and install a reverse cycle air-conditioner	12,320
Hockey Albury Wodonga	Funding assistance to construct weather protection covering over part of the grandstand	10,000
Howlong Tennis Club	Funding towards disability facilities including toilet, ramp, handrails and car parking spaces	5,000
Hunter Region Botanic Gardens	Purchase of a people mover	16,990
Hurstville Croquet Club	Funding to upgrade the mowing and groundskeeping equipment at the club	10,500
Illawarra Retirement Village Resident and Friends Association	Funding to assist with the purchase and installation of solar panels	15,000
Illawong Rural Fire Brigade	Funding assistance to purchase shipping containers that will be re-purposed as a training facility	5,000
Jane McGrath Foundation	Donation towards the McGrath Foundation	50,000
Jerilderie Preschool	Funding towards construction of a playground in the new centre	30,000
Karabi Community Development Services Inc	Funding towards kitchen repairs and new appliances	15,000
Kellyville United Football Club	Funding towards a safety fence at Caddies Creek Reserve	9,780
Kiama Surf Club	Funding assistance towards new boards for the Nippers	7,880
Lifeline Harbour to Hawkesbury	Donation in support of the Lifeline Sapphire Gala Ball 2019	25,000
Lions Club of Minnamurra	Funding towards a new barbecue trailer	5,000
Lions Club of Oatley	Funding towards a new laptop	1,500
Liverpool Polish Saturday School	Purchase of teaching resources	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Luddenham Progress Association	Funding towards repairs, maintenance and painting of the Luddenham hall	8,000
Luddenham Show Society	Funding assistance to replace old lighting with new LED	9,000
Lugarno Football Club	Funding towards the upgrade of the amenity building, including two roller shutter doors	5,500
Lugarno Public School P&C Association	Funding for shade sails and hydration stations around the school	18,000
Manly Village Public School	Funding to purchase a new school sign and poles	6,000
Manly Warringah Touch Football Association	Funding towards a first aid buggy	5,000
Marulan Public School	Funding towards water bubblers and air-conditioning	12,600
Mater Dei	Funding towards a double carport	14,900
Michael Hughes Foundation	Funding towards three defibrillator installation packages	9,000
Milperra Lions Soccer Club	Funding to assist with repairing and refurbishing the male and female toilets in the clubhouse	40,000
Milton CWA	Funding to assist with an upgrade to the outdoor area of the hall	16,000
Milton Ulladulla Lions Club	Funding to assist with the purchase and installation of an off-grid solar power unit	10,000
Milton Ulladulla Pre-school	Funding to assist with the construction of a Peace and Wellness Garden in the premises	2,700
Milton Ulladulla Orchid Society	Funding to replace trophies and signs lost in the Conjola Park fires	770
Miracle Babies Foundation	Donation in support of World Prematurity Day 2019	5,000
Mission Australia	Funding towards domestic violence programs within Brewarrina Women's Safe House and a partnership between NSW Police, Education and Mission Australia	10,000
Moree Men's Shed	Funding towards completing a new shed	5,000
Moree Plains Shire Council	Funding towards the council's book distribution initiative	5,000
Mrs Janis Natt	Funding towards a headstone installation for William Tipple Smith at Rookwood Cemetery	2,000
Narromine Council	Funding towards the HubnSpoke Project	50,000
North Curl Curl Knights	Funding assistance to North Curl Curl Knights and Harbord Harlequins for new sporting equipment destroyed by fire	10,000
Northern Beaches Community Men's Shed	Funding assistance towards new equipment to improve safety and facilities	3,000
The Music Teachers' Association of NSW	Funding assistance to replace the storage and shelving in the office and purchase a new computer	2,500
Oak Tree Dural Resort	Funding towards three new defibrillators	6,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
One Door Mental Health	Funding towards the purchase of a vehicle for Pioneer Clubhouse	6,500
One Meal	Funding to purchase new equipment to support community services	2,000
Oyster Bay Public School P&C Association	Funding towards a new pump	6,529
PCYC Yass	Funding towards the Fit For Life Program in 2020	5,000
Pendle Hill Football Club	Funding towards lighting, fencing, seating, signage, repairs and new equipment	12,500
The Ponds Anglicare Retirement Village	Funding assistance to extend the existing dance floor to accommodate the increase in clientele	2,379
Probus Club of Grandviews	Funding to assist with moving costs and new electronic equipment	4,000
Returned Services League NSW	Funding assistance towards the 2019 Anzac Day commemorations	50,000
Returned Services League NSW	Funding towards the 2020 Anzac Day commemorations, video message for Victory in Europe Day, 75th anniversary of the end of WWII in Europe, Vietnam Veterans' Memorial Day commemoration, AV and catering for veterans	50,000
Riding for the Disabled (NSW) Illawarra Centre	Funding assistance to replace the wooden fence around the arena	24,000
Rotary Club of Morisset	Funding towards the Time Out Festival on 17 November 2019	2,000
Royal Freemasons' Benevolent Institution	Funding assistance towards a mural in the dining environment and to establish a sensory garden	2,000
Royal Humane Society of NSW	Funding to assist with the 2019 Annual Bravery Awards	5,000
RuffTRACK	Funding to support the charity RuffTRACK during the COVID-19 crisis	10,000
Rural Care Link	Funding towards privacy screens and promotional items	2,500
Rydalmere Conference Saint Vincent De Paul	Funding towards a new community garden	2,300
Saint Abraam and Saint Mikhail Al-Behairy Coptic Orthodox Church	Funding assistance to upgrade the ground and first-floor bathrooms	10,000
The Salvation Army	Donation towards the Bushfire Disaster Appeal	50,000
The Salvation Army	Donation in support of the 2020 Red Shield Appeal	225,000
San Miguel	Funding towards improvements to Jack's Place communal area at San Miguel Family Centre	10,000
Seaforth Raiders	Funding to replace training equipment	3,000
Seven Hills North Public School P&C Association	Funding assistance towards a landscaping project	15,000
Seven Hills Toongabbie Wentworthville RSL Sub Branch	Funding towards display cases to showcase war memorabilia	2,500
Seven News Young Achievers Awards	Donation in support of the Seven News Young Achievers Awards 2020	15,000
Shoalhaven Community Choir	Funding to purchase a new keyboard for the choir	1,795

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Shoalhaven Heads Community Forum	Funding assistance towards sealing the BMX Pump Track	10,000
The Smith Family	Funding to support The Smith Family's 2019 Christmas Appeal	10,000
Spaghetti Circus	Funding towards circus equipment for its outreach program	4,778
Spring Farm Public School	Funding towards a selection of playground panels to create place spaces	8,000
St Christopher's Parish Holsworthy	Funding assistance to complete an audio-visual upgrade of the church	9,000
St Declan's Catholic Parish	Funding assistance to purchase audio-visual equipment to allow live streaming of services	20,000
St George District Cricket Club	Funding assistance to upgrade the cricket pitch at Hurstville Oval	10,000
St Joseph's Catholic Primary School	Funding towards a beehive and native bush tucker garden	2,000
St Luke's Coptic Orthodox Church	Funding assistance towards internal renovations	20,000
St Mark's Anglican Church	New blinds for the church	1,225
St Patrick's Tennis Club	Funding to reseal hard surfaces in need of maintenance at the club	10,000
St Stephens Anglican Church	Funding to purchase a defibrillator	2,650
St Vincent de Paul Society	Donation towards the Vinnies Bushfire Appeal	50,000
St Vincent de Paul Society Moss Vale	Funding towards new bathroom facilities	5,132
St James	Funding assistance towards a replacement organ to celebrate the church's bicentennial	50,000
Stand Tall	Funding towards the 2020 Stand Tall event	20,000
Star Sydney Pty Ltd	Funding towards the Sydney Special Children's Christmas Party 2019	10,000
Sutherland District Hockey Club	Clubhouse repairs, flooring, lighting and PA system	15,000
Sydney Children's Hospital Foundation	Donation towards the 2020 Sydney Children's Hospital Gold Telethon	25,000
The Sydney Tamil Resource Centre	Funding to upgrade facilities at the library	5,000
Terrigal Matcham Cricket Club	Funding towards repairs to the cricket nets and the purchase of a portable electronic scoreboard	14,671
Tirranna Public School	Funding assistance to replace shade sails	10,450
Toongabbie Public School P&C	Funding towards new and replacement equipment for sports programs	3,000
Toongabbie West Public School P&C Association	Funding towards new awnings, covers, seating and walkways throughout the school	15,000
Tour de Cure	Donation in support of fundraising efforts	10,000
Ulladulla and Districts Community Resources Centre	Funding to upgrade computer hardware	5,240
United Hospital Auxiliaries NSW, Yass Branch	Funding assistance towards improvements to the hospital courtyard	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
United Volunteers Association at Khancoban	Funding assistance to paint the association's base	10,000
Vardy's Road Public School P&C Association	Funding towards an electronic gate and partial construction of a sensory playground	15,000
Veterans Centre Northern Beaches	Funding to deliver vital services to NSW veterans in need	10,000
Vipers Running Club	Funding towards training equipment and signage	3,000
Wallacia Progress Association	Funding towards new hand dryers, a lighting upgrade and painting to maintain the local community hall	4,942
Wallerawang Memorial Men's Shed	Funding towards a new industrial machine for the workshop	4,300
Wallerawang Sports Club	Funding towards awning installation at the club	5,000
West Ryde Rovers Sports and Social Club	Funding to purchase four PILA goal posts	11,506
Western Sydney Community Forum	Funding support of the 2020 ZEST awards	5,000
Wewak Street School	Funding towards a sensory garden	10,000
Winston Hills Football Club	Funding towards concrete works, construction of a barbecue and fencing	12,500
Wollondilly Women in Business Network (WWINB)	Funding towards training equipment to create virtual workshops	5,159
Women's and Girls' Emergency Centre	Donation towards fundraising event	10,000

Empowering Aboriginal communities

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Ashford Local Aboriginal Land Council	Community Regeneration Grant - Three Sisters Regeneration Project	13,500
Barang Regional Alliance	Cultural Grant - Central Coast Empower Youth Summit	2,498
Barang Regional Alliance	Local Decision Making	100,000
Birpai Local Aboriginal Land Council	Cultural Grant - Nyiirun Djiyagan Wakulda-Women's Festival	5,000
Blue Mountains Aboriginal Culture and Resource Centre	Community Regeneration Grant - Smokey Dreaming	30,000
Bourke Shire Council	Aboriginal Community Water and Sewerage Program Employment and Training Pilot - employment of trainee Aboriginal water and sewerage operator to work on discrete Aboriginal community	41,102
Brewarrina Shire Council	Aboriginal Community Water and Sewerage Program Employment and Training Pilot - employment of trainee Aboriginal water and sewerage operator to work on discrete Aboriginal community	42,180
Broken Hill Local Aboriginal Land Council	Cultural Grant - Staying Connected through Tucker	10,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Bularri Murray Nyanggan Aboriginal Corporation as auspice for Tribal Wave Regional Assembly	Cultural Grant - Giiguy Miidinya-la Project	6,000
Bularri Murray Nyanggan Aboriginal Corporation as auspice for Tribal Wave Regional Assembly	Local Decision Making Technology Grant	4,659
Bularri Murray Nyanggan Aboriginal Corporation as auspice for Tribal Wave Regional Assembly	Local Decision Making	185,875
Bularri Murray Nyanggan Aboriginal Corporation as auspice for Tribal Wave Regional Assembly	Languages Community Investments - Jalayagay junyirri - Continuing to speak	90,000
CatholicCare Wilcannia-Forbes Ltd	Cultural Grant - Men of Bourke Healing Space	10,000
Children of Bomaderry Aboriginal Corporation	Stolen Generations Organisations Reparations funding	350,000
Children of Bomaderry Aboriginal Corporation	Stolen Generations Reparations - Healing Fund priority proposals	125,000
Coffs Harbour & District Local Aboriginal Land Council	Cultural Grant - Garlambirla Virtual Gumbaynggirr Cultural Activities	5,000
Coffs Harbour Local Aboriginal Land Council	Community Regeneration Grant - Emergency Management Planning - Wongala Estate and Corindi Beach	20,000
Coota Girls Aboriginal Corporation	Stolen Generations Organisations Collective Reparations funding	325,000
Coota Girls Aboriginal Corporation	Stolen Generations Reparations - Healing Fund priority proposals	125,000
Culturally Aware as auspice for Marrung-ta	Cultural Grant - Women's Healing Workshop	3,320
Darwinjung Local Aboriginal Land Council	Community Regeneration Grant - 'Yadha Muru', translation: 'Good Path'	30,000
Dubbo Regional Council	Cultural Grant - Kinnecting: all women via weave	6,000
Eastern Zone Gujaga Aboriginal Corporation as auspice for La Perouse Aboriginal Community Alliance	Co-design of OCHRE Local Decision Making Good Governance Guidelines	80,000
Gadigal Information Service	Cultural Grant - Yabun Festival 2020	10,000
Illawarra Wingecarribee Alliance Aboriginal Corporation	Local Decision Making	100,000
Jaanyмили Bawrungga Inc	Cultural Grant - Nyami Gawbarrigam Project	10,000
Jaanyмили Bawrungga Inc as auspice for Bowraville Memorial Cup Organising Committee	Bowraville Memorial Cup 2020	15,000
Jerrinja Local Aboriginal Land Council	Community Regeneration Grant - Conjola Park Clean-Up and EEC Assessment	30,000
Jubullum Local Aboriginal Land Council	Jubullum community regeneration and bushfire preparation	50,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Jumbunna Institute for Indigenous Education and Research	Funding towards the Jumbunna Institute for Indigenous Education and Research (JIIEER) - the Right of Reply Symposium	1,000
Justiz Community Ltd	Cultural Grant - Cultural Healing through Reconnection to Country	8,000
Karuah Local Aboriginal Land Council	Aboriginal Communities Emergency Management Project funding for project implementation	13,760
Karuah Local Aboriginal Land Council	Community Regeneration Grant - Karuah Community Bushfire Mitigation Project	27,723
Kinchela Boys Home Aboriginal Corporation	Stolen Generations Organisations Collective Reparations funding	300,000
Kinchela Boys Home Aboriginal Corporation	Stolen Generations Reparations - Healing Fund priority proposals	125,000
Kirkala-pithiluku Aboriginal Corporation	Languages Community Investments - Grassroots connecting to culture and language	10,000
Kulai Preschool Aboriginal Corporation as auspice for Balmuun Jindas Girls Academy	Cultural Grant - Girls Academy Cultural Camp	6,088
Link-Up (NSW) Aboriginal Corporation	Cultural Grant - COOEE Festival 2020	10,000
Men's Tribal Council Aboriginal Corporation	Cultural Grant - Children's Christmas Party	5,000
Merriman's Local Aboriginal Lands Council	Languages Community Investments - Growing Yuin languages: Sharing and celebrating Dhurga	49,950
Mia Mia Properties Inc	Rebuild of Illaroo Farm Bridge destroyed in bushfires	60,000
Miyay Birray Youth Service Inc	Languages Community Investments - Gulagama-li (Embrace)	20,000
Mogo Local Aboriginal Land Council	Community Regeneration Grant - Site assessment and identification	30,000
Moombahlene Local Aboriginal Land Council	Community Regeneration Grant - Gunimaa Nursery fit-out	28,488
Murdi Paaki Services as auspice for Murdi Paaki Regional Assembly	Community Regeneration Grant - Wiimpatji Murdi Paaki Mens Healing Gathering - 'Strong Men, Strong Community'	30,000
Murdi Paaki Services as auspice for Murdi Paaki Regional Assembly	NCARA Young Leaders forum	250,000
Murdi Paaki Services as auspice for Murdi Paaki Regional Assembly	Local Decision Making	100,000
Muurrbay Aboriginal Language & Culture Co-operative	Cultural Grant - Gumbaynggirr - Coming Home	5,000
Nepean Community & Neighborhood Services as auspice for Western Sydney Aboriginal Men's Group	Cultural Grant - Western Sydney Aboriginal Men's Group Memorial Camp	3,000
Newcastle All Blacks Pty Ltd	Cultural Grant - NSW Aboriginal Rugby League Knockout 2019	10,000
Ngulingah Local Aboriginal Land Council	Community Regeneration Grant - Ngulingah Local Aboriginal Land Council Food Security Project	10,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
NSW Aboriginal Land Council	Auspice of grant for asbestos remediation at Namoi community in Walgett	353,090
NSW Aboriginal Land Council (auspice NSW Coalition of Aboriginal Peak Organisations)	Community engagements (29) across NSW on a new framework for Closing the Gap National Agreement and food assistance cheme	113,000
NSW Indigenous Chamber of Commerce	Aboriginal business development and support	165,000
NSW Reconciliation Council Inc	Activities to raise awareness and understanding of reconciliation	122,500
Nungera Cooperative Society Ltd	Cultural Grant - Clarence Valley Close the Gap Day	5,000
Orange Aboriginal Corporation Health Service as auspice for Three Rivers Regional Assembly	Local Decision Making	100,000
R.B. Davys & P. Love	Languages Community Investments - 'Who? What? Where?' A catalyst for collaboration	90,000
RMRA Enterprises Pty Ltd as auspice for Riverina Murray Regional Alliance	Local Decision Making	100,000
South West Rocks Figtree Descendants Aboriginal Corporation	Languages Community Investments - Reawakening of the Dunghutti Language through Art, Language, Dance and Song (Speak in Language) Yinggarriil Wirriiyin	19,972
Stolen Generations Organisations NSW/ACT	Stolen Generations Organisations Collective Reparations funding	350,000
Tamworth Local Aboriginal Land Council	Community Regeneration Grant - Property Regeneration - Trelawney and Wattleridge	29,900
Taree Indigenous Development & Employment Ltd	Community Regeneration Grant - Medika Nursery - restoration and regeneration	14,150
Tweed Byron Local Aboriginal Land Council as auspice for North Coast Aboriginal Development Alliance	Local Decision Making Technology Grant	6,735
Tweed Byron Local Aboriginal Land Council as auspice for North Coast Aboriginal Development Alliance	Local Decision Making	100,000
Ulladulla Local Aboriginal Land Council	Community Regeneration Grant - Introduction to Dhurga Stages 1 and 2 online sessions	24,250
University of Technology Sydney (Centre for Local Government)	Cultural Grant - Winda Film Festival	10,000
Walcha Shire Council	Aboriginal Community Water and Sewerage Program Employment and Training Pilot - employment of trainee Aboriginal water and sewerage operator to work on discrete Aboriginal community	41,102
Warlga Ngurra Women & Children's Refuge Inc	Cultural Grant - Walk a Mile Koori Style	4,500
Western Sydney Aboriginal Regional Alliance	Local Decision Making	100,000
Wilcannia Local Aboriginal Land Council	Community Regeneration Grant - Wilcannia Community Kitchen	30,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Wonnarua Elders Council Inc	Languages Community Investments – Revival of Wonnarua Language	20,000
Yerin Aboriginal Health Services Ltd	Cultural Grant – Colours of Country NSW Parliament House Sydney – Darkinjung Local Aboriginal Land Council	2,729
Yerin Aboriginal Health Services Ltd	Cultural Grant – Strong Aboriginal Men’s Group	4,104

Excellence in arts, culture and heritage

Create NSW

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Creative Koori Digital Initiative (COVID-19 Quick Response)	2 Rivers Pty Ltd	10,000	Creating Digital Country
Creative Koori Program Funding	2 Rivers Pty Ltd	120,000	2 Rivers – Cultivating Creative Communities
Small Project Grants (Quick Response)	A.K Garvey & S Penkethman-young (t/as Pure Space Recordings)	5,000	Funding the next releases on Sydney label Pure Space Recordings
Project Funding	Ability Options Ltd	74,480	Get Out of the Garrett & Arteebold Prize
Digitise Initiative (COVID-19 Quick Response)	Accessible Arts	10,000	Digital Capacity Building Project
Multiyear Service Organisation Program Funding	Accessible Arts	270,000	Multiyear Program Funding (2016–2020)
Project Funding	Accessible Arts	55,000	ArtScreen
Small Project Grants (Quick Response)	Adam Norton	4,009	Professional production and printing of an exhibition catalogue
Small Project Grants (Quick Response)	Adele Dumont	1,770	Two-week Varuna residency to develop memoir exploring mental illness
Small Project Grants (Quick Response)	Adrian Whitehall	2,940	Commissioning of new work for flute, clarinet and double bass
Small Project Grants (Quick Response)	Adriano Cappelletta	4,000	Play script development and mentoring with professional dramaturg Damien Millar
Small Project Grants (Quick Response)	AE Gardner-Marlin & NA Weatherall	5,000	Bars from the Bunker
Annual Program Funding	Albury City Council	100,000	2020 Annual Program Funding for Murray Art Museum Albury
Multiyear Program Funding	Albury City Council	45,000	Multiyear Program Funding for Albury Library Museum (2016–2020)
Creative Koori Digital Initiative (COVID-19 Quick Response)	Albury Wodonga Aboriginal Health Service	7,500	Kangwano Face Filters (Dhudhuroa word for state/time of being young)

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Project Funding	Alexandra Spence	10,303	Sound art performance and skills development via residency and touring
Small Project Grants (Quick Response)	Alicia Gonzalez	4,171	An online remote clowning workshop for artists and civilians
Project Funding	Alison Jane Smith	3,000	We like the lake
Small Project Grants (Quick Response)	Amanda Gabrielle Brown	4,950	Eight Guitars
Small Project Grants (Quick Response)	Amanda Wright	3,000	Professional Development: Attendance at IPAY 2020
Small Project Grants (Quick Response)	Andrea Lim	4,980	'HoldingSpace' - An Online Mentoring Program for Artists of Colour
Project Funding	Andrew Blanch	16,250	Latin American Guitar Music (commissioning, presentation and recording)
Project Funding	Andrew Rewald	19,752	Present diverse socially engaged events that address the climate crisis
Beyond the Studio - NSW Dance (Emerging) Fellowship	Angela Goh	30,000	Beyond the Studio - NSW Dance (Emerging) Fellowship 2019/20
Small Project Grants (Quick Response)	Angela Paez Izquierdo	4,500	Production and release of a five-track debut EP
Small Project Grants (Quick Response)	Anna Tregloan	5,000	Development and online publication of THE IMPOSSIBLE PROJECT
Project Funding	Anne Ferran	16,000	Surrounded (working title)
Project Funding	Anne-Louise Rentell	34,770	The Siren Project - production and presentation
Small Project Grants (Quick Response)	April Phillips	5,000	Development of visual artworks for solo exhibition 'Egg' at Firstdraft
Annual Program Funding	Arab Theatre Studio	74,050	2020 Annual Program Funding
Annual Program Funding	Armidale & Region Aboriginal Cultural Centre & Keeping Place Inc	60,000	2020 Annual Program Funding
Regional Culture Infrastructure Grant	Arts Council of Gulgong Inc	1,444	Regional Culture Infrastructure Grant
Multiyear Service Organisation Program Funding	Arts Law Centre of Australia	125,250	Multiyear Program Funding (2016-2020)
Regional Arts Boards Program Funding	Arts Mid North Coast Inc	140,000	Multiyear Program Funding (2016-2020)
Regional Arts Boards Program Funding	Arts North West Inc	140,000	Multiyear Program Funding (2016-2020)
Project Funding	Arts Northern Rivers Inc	15,000	Auslan Creative

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Project Funding	Arts Northern Rivers Inc	90,000	Rappville Recovery
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Arts Northern Rivers Inc	10,000	Northern Rivers Creative - Music Spotlight
Regional Arts Boards Program Funding	Arts Northern Rivers Inc	140,000	Multiyear Program Funding (2016-2020)
Multiyear Service Organisation Program Funding	Arts on Tour NSW Ltd	360,000	Multiyear Program Funding (2016-2020)
Regional Arts Boards Program Funding	Arts OutWest Inc	140,000	Multiyear Program Funding (2016-2020)
Regional Arts Boards Program Funding	Arts Upper Hunter Inc	140,000	Multiyear Program Funding (2016-2020)
Multiyear Program Funding	Artspace Visual Arts Centre Ltd	500,000	Multiyear Program Funding (2016-2020)
Strategic Funding	Artspace Visual Arts Centre Ltd	25,000	Development and presentation of 2019 NSW Visual Arts Emerging Fellowship Exhibition
Multiyear Program Funding	Asian Australian Artists Association Inc	250,000	Multiyear Program Funding (2016-2020)
Project Funding	Asian Australian Artists Association Inc	20,000	Diaspora Pavilion 2: Sydney (DP2: Sydney)
Project Funding	Association of Artist Managers Inc	2,500	Association of Artist Managers Roundtable
Digitise Initiative (COVID-19 Quick Response)	Auburn Youth Centre	9,207	Digital Mentoring Platform for Youth-at-risk in Western Sydney
Strategic Funding	August Management	10,000	Presentation of NSW-based Indigenous act (Microwave Jenny) at Seoul Friendship Festival
Project Funding	Austin Oting Har	10,000	Act: 1 Invocation - The Ghost Trilogy
Small Project Grants (Quick Response)	Austin Oting Har	5,000	Act: 1 Invocation - The Ghost Trilogy
Annual Program Funding	Australasian Performing Right Association Ltd	40,000	2020 Annual Program Funding
Major Performing Arts Companies	Australian Chamber Orchestra Pty Ltd	202,042	Multiyear Program Funding (2019-2021)
Multiyear Service Organisation Program Funding	Australian Dance Council - Ausdance NSW Inc	210,000	Multiyear Program Funding (2016-2020)
Multiyear Program Funding	Australian Design Centre	300,000	Multiyear Program Funding (2016-2020)
Project Funding	Australian Performance Exchange Inc	19,999	Game of I-Lands
Annual Program Funding	Australian Romantic & Classical Orchestra	125,000	2020 concert season, regional touring and education programs
Multiyear Program Funding	Australian Theatre for Young People	200,000	Multiyear Program Funding (2016-2020)

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Project Funding	Australian Theatre for Young People	39,680	Ali in Zombieland (working title)
Project Funding	austrALYSIS Productions Inc	19,500	Dualling: Recording duets for musicians, computers and other media
Creative Koori Digital Initiative (COVID-19 Quick Response)	Awesome Black Aboriginal Corporation	9,897	Awesome Black - new content creation and platform development
Creative Koori Program Funding	Baabayn Aboriginal Corporation	52,185	Step Up Sis
Regional Culture Infrastructure Grant	Ballina Shire Council	15,848	Regional Culture Infrastructure Grant
Multiyear Service Organisation Program Funding	Band Association of NSW Inc	50,000	Multiyear Program and Devolved Funding (2016-2020)
Major Performing Arts Companies	Bangarra Dance Theatre Australia Ltd	557,880	Multiyear Program Funding (2019-2021)
Strategic Funding	Bangarra Dance Theatre Australia Ltd	136,296	Regional NSW Tour - 'Bennelong 2020'
Project Funding	Barbara Cleveland	27,740	Thinking Business: an exhibition and public program by Barbara Cleveland
Multiyear Program Funding	Bathurst Regional Council	80,000	Multiyear Program Funding for Bathurst Memorial Entertainment Centre (2016-2020)
Multiyear Program Funding	Bathurst Regional Council	80,000	Multiyear Program Funding for Bathurst Regional Art Gallery (2016-2020)
Annual Program Funding	Bega Valley Shire Council	55,000	2020 Bega Valley Regional Gallery Annual Program
Digitise Initiative (COVID-19 Quick Response)	Bega Valley Shire Council	10,000	Art Month Sapphire Coast: studio tours, arts events and exhibitions
Small Project Grants (Quick Response)	Belinda Knierim	4,977	Professional development through collaboration with respected Aboriginal social justice advocate
Project Funding	Bellingen Jazz Society	14,600	Inaugural Bellingen Improvised Music Festival
Regional Culture Infrastructure Grant	Bellingen Shire Council	80,000	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Ben Eyles	5,000	Kunama Reservoir Mural Project - East Jindabyne
Small Project Grants (Quick Response)	Benjamin Fowler	5,000	Ben Fowler - Isolation Tapes
Project Funding	Berrigan Shire Council	60,000	The WAAAF Creek Walk Tocumwal: Interpretative Trail
Multiyear Program Funding	Beyond Empathy Ltd	150,000	Multiyear Program Funding (2016-2020)
Key Festivals Funding	Biennale of Sydney Ltd	680,000	Multiyear Program Funding (2016-2018) + (2019-2021)

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Strategic Funding	Biennale of Sydney Ltd	180,000	Enhanced NSW First Nations Presence at 22nd Biennale of Sydney
Small Project Grants (Quick Response)	Big Sky Mountain	3,770	Big Sky Mountain play Tamworth Country Music Festival 2020
Regional Culture Infrastructure Grant	Binnaway Rail Heritage and Preservation Group Inc	8,021	Regional Culture Infrastructure Grant
Regional Culture Infrastructure Grant	Bishop's Lodge Management Committee	1,685	Regional Culture Infrastructure Grant
Regional Culture Infrastructure Grant	Black Gully Printmakers	1,736	Regional Culture Infrastructure Grant
Health and Wellbeing Initiative (COVID-19 Quick Response)	Blacktown City Council	10,000	SAY SWEAR: Storytelling through costume making
Multiyear Program Funding	Blacktown City Council	350,000	Multiyear Program Funding for Blacktown Arts Centre (2016–2020)
Project Funding	Blacktown Youth Services Association Inc	50,000	CO:LAB - Creative Outlet Lab
Annual Program Funding	Blue Mountains City Council	25,000	2020 Annual Program Funding for Blue Mountains Cultural Centre
Annual Program Funding	Boomalli Aboriginal Artists Co-operative Ltd	120,000	2020 Annual Program Funding
Creative Koori Digital Initiative (COVID-19 Quick Response)	Boomalli Aboriginal Artists Co-operative Ltd	10,000	Boomalli Online and digital development
Regional Culture Infrastructure Grant	Bourke Arts Council	30,000	Regional Culture Infrastructure Grant
Annual Program Funding	Branch Nebula Inc	80,000	2020 Annual Program Funding
Project Funding	Branch Nebula Inc	25,750	DEMO
Small Project Grants (Quick Response)	Branch Nebula Inc	5,000	APAM 2020
Annual Program Funding	Brand X Productions Inc	29,700	2020 Annual Program Funding
Digitise Initiative (COVID-19 Quick Response)	Brand X Productions Inc	10,000	Flying Nun Season 5.2 On-Demand Broadcast
Major Performing Arts Companies	Brandenburg Ensemble Ltd	477,212	Multiyear Program Funding (2019–2021)
Strategic Funding	Brandenburg Ensemble Ltd	141,642	Regional NSW Engagement Strategy: 2020 and Beyond
Strategic Funding	Brandenburg Ensemble Ltd	10,000	Symposium of Australian Arts Organisations
Small Project Grants (Quick Response)	Bree Richards	5,000	Mail art project with six artist commissions and 500 recipients
Small Project Grants (Quick Response)	Bree van Reyk	5,000	Replica (Garden) - creation of new musical instruments, portable micro-theatre

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Small Project Grants (Quick Response)	Bri Lee	4,840	Development of new work: 'Brains'
Small Project Grants (Quick Response)	Brittanie Shipway	4,750	Online workshop development of new Indigenous play
Multiyear Program Funding	Broken Hill City Council	100,000	Multiyear Program Funding for Broken Hill Regional Art Gallery (2016-2020)
Project Funding	Broken Hill Historical Society Inc	102,564	Call to Prayer: the Broken Hill Mosque and its Worshippers
Small Project Grants (Quick Response)	Brooke Stamp	5,000	Sustaining Practice & Artspace Residency (The Line is a Labyrinth)
Creative Koori Digital Initiative (COVID-19 Quick Response)	Budjaram Aboriginal Corporation	10,000	Digital Aboriginal art project
Creative Koori Program Funding	Bulabunmarra Projects Pty Ltd	118,860	Employment of artists/artworkers and elders for untitled (transcriptions of country)
Annual Program Funding	Bundanon Trust	60,000	2020 Annual Program Funding
Project Funding	Bundanon Trust	50,400	Siteworks 2020: Fireworks (working title)
Regional Culture Infrastructure Grant	Bundanon Trust	4,296,150	Regional Culture Infrastructure Grant
Regional Culture Infrastructure Grant	Bunker Cartoon Gallery Inc	1,010,000	Regional Culture Infrastructure Grant
Creative Koori Digital Initiative (COVID-19 Quick Response)	Burrundi Theatre for Performing Arts Ltd	9,973	Yarruwala Cabaret Ball Digitisation Project
Multiyear Program Funding	Byron Writers Festival	125,000	Multiyear Program Funding (2016-2020)
Project Funding	Byron Writers Festival	97,800	Byron Writers Festival: Writers on the Road
Project Funding	Byron Writers Festival	50,000	Byron Writer's Festival's StoryBoard: 2021
Write North – NSW Writers' Group Residency (Mid-Career to Established)	Byron Writers Festival	30,000	Write North – NSW Writers' Group Residency (Mid-Career to Established)
Regional Culture Infrastructure Grant	Byron Writers Festival	8,010	Regional Culture Infrastructure Grant
Multiyear Program Funding	Campbelltown City Council	450,000	Multiyear Program Funding for Campbelltown Arts Centre (2016-2020)
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Candelo Arts Society Inc	10,000	Candelo Village Festival – 'Celebrate Regenerate Create'
Annual Program Funding	Canterbury Bankstown Council	45,210	2020 Annual Program Funding for Bankstown Arts Centre
Small Project Grants (Quick Response)	Carole Johnson	5,000	Sharing Dance Knowledges and Building Upon Previous Dance Connections

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
State Significant Program Funding	Carriageworks Ltd	2,527,000	Multiyear Program Funding (2016-2018) + (2019-2021)
Project Funding	Cass Eipper	13,365	Grey Rhino
Small Project Grants (Quick Response)	Cass Eipper	3,193	Choreography for digital avatars
Annual Program Funding	Cement Fondu Ltd	20,000	Cement Fondu 2020 Program
Digitise Initiative (COVID-19 Quick Response)	Cement Fondu Ltd	9,743	Cement Fondu Digital Program
Annual Program Funding	Cementa Inc	125,000	2020 Annual Program Funding
Annual Program Funding	Central Coast Council	60,000	2020 Annual Program Funding for Gosford Regional Gallery
Small Project Grants (Quick Response)	Chelsy Atkins	4,960	Indigenous component - Music Australia 'Count Us In'
Small Project Grants (Quick Response)	Christopher Williams	1,823	Professional exposure and development as international composition prize finalist
Digitise Initiative (COVID-19 Quick Response)	City of Parramatta Council	10,000	Make Music Day - Parramatta
Digitise Initiative (COVID-19 Quick Response)	City of Parramatta Council	9,880	Studio Riverside - Digital production skills development
Multiyear Program Funding	City of Parramatta Council	100,000	Multiyear Program Funding for Parramatta Artists' Studios (2016-2020)
Project Funding	City of Parramatta Council	40,000	Parramatta Artists' Studios' 'On the space of artists' collaborative exhibition project
Strategic Organisation Investment	City of Parramatta Council	200,000	Multiyear Program Funding for Riverside's National Theatre of Parramatta (2015-2018)
Small Project Grants (Quick Response)	Claire Albrecht	1,350	'in remembrance of disappearing towns' poetry chapbook
Small Project Grants (Quick Response)	Claire Edwardes	3,000	Australian Solo Marimba Videos
Annual Program Funding	Clarence Valley Council	70,000	2020 Annual Program Funding for Grafton Regional Gallery
Regional Culture Infrastructure Grant	Clarence Valley Council	3,810,740	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Clyde River & Batemans Bay Historical Society Inc	1,870	Project Ark: Digitising our heritage collections - phase 1
Project Funding	Co-Curious Ltd	50,000	NextGen (working title)
National Art School Maintenance Assistance	Colliers International (NSW) (on behalf of the National Art School)	370,944	National Art School Maintenance Assistance
Regional Culture Infrastructure Grant	Comboyne Community Association Inc	64,750	Regional Culture Infrastructure Grant

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Major Performing Arts Companies	Company B Ltd	1,020,478	Multiyear Program Funding (2019–2021)
Regional Culture Infrastructure Grant	Condobolin and District Historical Society Inc	30,000	Regional Culture Infrastructure Grant
Annual Program Funding	Contemporary Asian Australian Performance Inc	123,407	Contemporary Asian Australian Performance 2020 Program
Project Funding	Cordite Publishing Inc	10,000	Payment for NSW-based 2020 Contributors and Book Authors
Small Project Grants (Quick Response)	Corey Webster	5,000	Nooky tour
Annual Program Funding	Cowra Shire Council	23,000	2020 Annual Program Funding for Cowra Regional Art Gallery 2020
Digitise Initiative (COVID-19 Quick Response)	Cowra Shire Council	10,000	CCC Digital Drama Series
Health and Wellbeing Initiative (COVID-19 Quick Response)	Creatives Collective ARI Inc	10,000	High Risk – Disabled Artists' Collaboration
Project Funding	Crimson Rosella	25,000	Dead Horse Gap (formerly Candelo Project) 3rd stage creative development
Digitise Initiative (COVID-19 Quick Response)	Critical Path Inc	9,884	Online international dance laboratory
Multiyear Program Funding	Critical Path Inc	280,000	Multiyear Program Funding (2016–2020)
Multiyear Program Funding	Critical Stages	120,000	Multiyear Program Funding (2016–2020)
Annual Program Funding	Cumberland City Council	52,000	2020 Annual Program Funding
Annual Program Funding	Curious Works	100,000	2020 Annual Program Funding
Creative Koori Program Funding	Dale Collier	7,999	Guyang Giiny
Small Project Grants (Quick Response)	Dale Collier	4,992	Creation of new work responding to distance, isolation and pandemic
Small Project Grants (Quick Response)	Dan Graham	5,000	Professional development: Dublin Summit and Shakespeare's Globe with Access Manager
Annual Program Funding	Dance Makers Collective Inc	81,176	2020 Annual Program Funding
Project Funding	Dance Makers Collective Inc	39,659	NSW regional tour of Dance Makers Collective's DADS
Small Project Grants (Quick Response)	Dane Simpson	5,000	Professional development and writing a play
Creative Development Fellowship	Daniel David Graham	2,779	Creative Development Fellowship
Health and Wellbeing Initiative (COVID-19 Quick Response)	Darlinghurst Theatre Ltd	10,000	The Luminary Series
Multiyear Program Funding	Darlinghurst Theatre Ltd	120,000	Multiyear Program Funding (2016–2020)

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Project Funding	David Hewitt	18,990	Zeeko: The Whale and the Curlew - creative development
Creative Koori Program Funding	David Leha	12,000	The Yanaya Project
Multiyear Program Funding	De Quincey Company Ltd	70,000	Multiyear Program Funding (2016-2020)
Project Funding	Deborah Asma Mather	11,800	What is in between
Project Funding	Deborah Kelly	19,500	CREATION
Project Funding	Deborah Pollard	15,319	I Can't Save You
Meeting of Cultural Ministers officials	Department of Communications and the Arts	62,662	Meeting of Cultural Ministers officials
Annual Program Funding	DirtyFeet Ltd	54,000	2020 Annual Program Funding
Annual Program Funding	Diversity Arts Australia	80,000	2020 Annual Program Funding
Digitise Initiative (COVID-19 Quick Response)	Diversity Arts Australia	10,000	Equity Online: A digital program to support culturally diverse communities
Small Project Grants (Quick Response)	Doug Heslop	5,000	Exposure to new audiences through interactive website
Project Funding	Dr Alana Blackburn	19,000	Regrowth - New multimedia work for recorder
Small Project Grants (Quick Response)	Dr Amber Boardman	5,000	Present new work and expand audience through nationally recognised institution
Project Funding	Dr Andrée Greenwell	20,000	THREE MARYS second stage development of a chamber opera
Small Project Grants (Quick Response)	Dr Bernard Cohen	5,000	Short Story Collection: What Was Normality?
Project Funding	Dr Cherine Fahd	18,540	Ecdysis: The power of public intimacy
Small Project Grants (Quick Response)	Dr Clare Milledge	5,000	Fieldwork and new work researching forest communities and owls
Project Funding	Dr Debra Keenahan	36,210	'Shattered' - Little Big Woman Smashing Expectations
Small Project Grants (Quick Response)	Dr Diana Baker Smith	4,976	Tasks yet to be composed for the occasion
Small Project Grants (Quick Response)	Dr Dongwang Fan	5,000	Create paintings and videos for new exhibition at different galleries
Small Project Grants (Quick Response)	Dr Helen Hopcroft	5,000	Professional development through L'AiR Arts multi-disciplinary residency in Paris
Small Project Grants (Quick Response)	Dr Helena Pastor	5,000	To develop a new work of creative nonfiction

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Small Project Grants (Quick Response)	Dr Jennifer Breukelaar	2,021	Attendance at The Symposium of the Greater Weird 2020, Atlanta
Project Funding	Dr Jeremy Rose	19,950	Second album creation and release plan
Small Project Grants (Quick Response)	Dr Josh Harle	4,853	Hosting a remote/online Virtual Reality mentorship program for artists
Small Project Grants (Quick Response)	Dr Kathryn Heyman	5,000	Inheritance
Small Project Grants (Quick Response)	Dr Kirk Dodd	5,000	Re-dramatizing "Agamemnon" as a Shakespearean blank verse drama
Project Funding	Dr Lauren Carroll Harris	15,898	Digital infrastructure, presentation, exhibition, marketing and design of Prototype 2020
Small Project Grants (Quick Response)	Dr Lauren Carroll Harris	5,000	Prototype Care Package: A limited season for lockdown
Health and Wellbeing Initiative (COVID-19 Quick Response)	Dr Lorina Barker	10,000	Yarning Online On Country
Small Project Grants (Quick Response)	Dr Lorina Barker	5,000	Mapping Mura Maarni
Small Project Grants (Quick Response)	Dr Luke Styles	4,000	Pinch – Development Workshops and Residency at Cirko Helsinki (Finland)
Project Funding	Dr Meera Atkinson	10,000	Luna Alaska
Small Project Grants (Quick Response)	Dr Mikala Tai	4,700	A Collection of Friendships: curatorial fieldnotes (working title)
Small Project Grants (Quick Response)	Dr Paul Leventhal	3,972	Classical guitar mentorship supporting therapy for dementia in aged care
Small Project Grants (Quick Response)	Dr Rakini Devi	3,000	Research project at Rex Cramphorn Studio Artist-in- residence 2020
Creative Koori Program Funding	Dr Regina Saunders	19,000	tracker//tracking
Small Project Grants (Quick Response)	Dr Thomas Meadowcroft	4,760	Creative development of new radiophonic work, 'Burnback Talkback'
Multiyear Program Funding	Dubbo Regional Council	100,000	Multiyear Program Funding for Western Plains Cultural Centre (2016-2020)
Project Funding	Dubbo Regional Council	13,500	Educational Stop Motion Adventure Activity
Regional Culture Infrastructure Grant	Dubbo Regional Council – Old Dubbo Gaol	300,000	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Dwayne Bannon-Harrison	5,000	Bring Back the Warrior
Project Funding	Eastern Riverina Arts	105,705	Arbour Festival (working title)

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Regional Arts Boards Program Funding	Eastern Riverina Arts	140,000	Multiyear Program Funding (2016–2020)
Small Project Grants (Quick Response)	Eileen Chong	5,000	Portraits of a Pandemic (working title)
Small Project Grants (Quick Response)	Elaine Butler	5,000	Professional development through art therapy course
Global Cities After Dark Forum 2019	Electronic Music Conference Pty Ltd	55,000	Global Cities After Dark Forum 2019
Small Project Grants (Quick Response)	Elizabeth Cummings	5,000	Author tour UK and Lithuania, IWD event, London Book Fair
Small Project Grants (Quick Response)	Ella Watson-Heath	1,913	Danzaar - International Dance Auditions Festival
Small Project Grants (Quick Response)	Emily Ayoub	4,883	Online filmed presentation of theatre production, 'we, the lost company'
Small Project Grants (Quick Response)	Emilya Colliver (Art Pharmacy)	5,000	The Art Implementor Handbook
Project Funding	Ensemble Ltd	48,657	National tour - The Appleton Ladies' Potato Race by Melanie Tait
Digitise Initiative (COVID-19 Quick Response)	Ensemble Offspring Ltd	10,000	Lone Hemispheres Digital
Multiyear Program Funding	Ensemble Offspring Ltd	100,000	Multiyear Program Funding (2016–2020)
Small Project Grants (Quick Response)	Erin Marshall	5,000	New work creation and strategic marketing campaign for single release
Regional Culture Infrastructure Grant	Eurobodalla Shire Council	800,000	Regional Culture Infrastructure Grant
Project Funding	Experimenta Media Arts Inc	32,600	Experimenta Life Forms NSW artist commissions and public programs
Multiyear Program Funding	Fairfield City Council	80,000	Multiyear Program Funding for Fairfield City Gallery and Museum (2016–2020)
Project Funding	Farmer & the Owl Pty Ltd	15,000	Album promotion and marketing campaign - 'Three' (working title)
Regional Culture Infrastructure Grant	Federation Council	100,000	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Fenn Gordon	2,590	宿 (stay) pitching at APAM at Asia TOPA 2020
Small Project Grants (Quick Response)	Fiona Hill	5,000	Professional and creative development through collaborating with choreographer Lilian Steiner
Creative Koori Digital Initiative (COVID-19 Quick Response)	Firesticks Alliance Indigenous Corporation	10,000	Firesticks Alliance Yuin Nation Regional Hub Short Film Showcase
Multiyear Program Funding	First Draft Inc	150,000	Multiyear Program Funding (2016–2020)

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Creative Koori Digital Initiative (COVID-19 Quick Response)	First Hand Solutions Aboriginal Corporation	10,000	Blak Markets Live
Multiyear Program Funding	FLING Physical Theatre Inc	90,000	Multiyear Program Funding (2016–2020)
Project Funding	FLING Physical Theatre Inc	26,000	Aftermath – Creative development
Project Funding	FLING Physical Theatre Inc	18,000	Tour of FLING Company to perform ENCOUNTER at Sydney Festival
Annual Program Funding	Flipside Dance Inc	80,000	2020 Annual Program: Catapult Dance Choreographic Hub
Multiyear Program Funding	Flying Fruit Fly Foundation	117,000	Multiyear Program Funding (2016–2020)
Project Funding	Flying Fruit Fly Foundation	19,200	Girls with Altitude, a new Flying Fruit Fly Circus show
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Flying Fruit Fly Foundation	10,000	Borderville – a celebration of cultural resilience in Albury-Wodonga
Multiyear Program Funding	Force Majeure Ltd	145,500	Multiyear Program Funding (2016–2020)
Small Project Grants (Quick Response)	Force Majeure Ltd	4,832	APAM 2020
Multiyear Program Funding	FORM Dance Projects Inc	185,000	Multiyear Program Funding (2016–2020)
Annual Program Funding	Four Winds Concerts Inc	200,000	2020 Annual Program Funding
Small Project Grants (Quick Response)	Frankie J Holden	5,000	Country To Coast Music Festival
Small Project Grants (Quick Response)	Frauke Huhn	5,000	The Response 2020
Project Funding	Free Broadcast Inc	70,000	FBI Radio – Studio Refurbishment
Regional Culture Infrastructure Grant	Friends of Myall Creek Memorial Inc	705,581	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Gaele Sobott	4,500	Evacuate
Small Project Grants (Quick Response)	Gary Warner (CDP Media Pty Ltd)	5,000	Sonic Sketchbooks podcast
Project Funding	George Tillianakis	13,250	SOFT PEDAL II
Project Funding	Georges River Council	50,000	Hurstville Museum & Gallery's 'History Reinterpreted' (working title)
Small Project Grants (Quick Response)	Georgia Scott	625	Recording of tape part for chamber opera
Project Funding	Ghenoa Gela	50,975	Lak Malual Paru (The Face of the Sea)
Regional Culture Infrastructure Grant	Glen Innes & District Historical Society Inc	1,437	Regional Culture Infrastructure Grant

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Multiyear Program Funding	Gondwana Choirs Ltd	140,000	Multiyear Program Funding (2016–2020)
Multiyear Program Funding	Goulburn Mulwaree Council	80,000	Multiyear Program Funding for Goulburn Regional Gallery (2016–2020)
Regional Culture Infrastructure Grant	Goulburn Mulwaree Council	2,250,000	Regional Culture Infrastructure Grant
Regional Culture Infrastructure Grant	Great Lakes Art Society Inc	4,951	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Greta Gertler	4,525	Alphabetical Sydney: All Aboard!
Digitise Initiative (COVID-19 Quick Response)	Griffin Theatre Company Ltd	10,000	Pleasuredome
Multiyear Program Funding	Griffin Theatre Company Ltd	320,000	Multiyear Program Funding (2016–2020)
Strategic Funding	Griffin Theatre Company Ltd	70,000	Strategic funding and three-month residency program for NSW Theatre (Emerging) Fellowship
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Griffith City Council	10,000	Social DistanSING Project, solo rehearsal-group performance community celebration
Annual Program Funding	Gulargambone Community Enterprises Co-operative Ltd	9,000	Gulargambone Community Enterprises – Pave the way to Gular Street Art Festival
Regional Culture Infrastructure Grant	Gulgong Holtermann Museum Inc	19,824	Regional Culture Infrastructure Grant
Creative Koori Digital Initiative (COVID-19 Quick Response)	Gurehlgam Corporation Ltd	9,305	E-commerce for Yarrawarra Aboriginal Cultural Centre
Creative Koori Program Funding	Gurehlgam Corporation Ltd	81,193	Wadjar Regional Indigenous Gallery
Regional Culture Infrastructure Grant	Gurehlgam Corporation Ltd t/as Yarrawarra Aboriginal Cultural Centre	10,376	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Harry Angus Brain Trust	5,000	An 'Exquisite Corpse' self home-recording session with many artists
Annual Program Funding	Hawkesbury City Council	40,000	2020 Annual Organisations Funding for Hawkesbury Regional Museum
Annual Program Funding	Hawkesbury City Council	55,000	2020 Annual Program Funding for Hawkesbury Regional Gallery
Project Funding	Hay Mardi Gras Inc	15,000	Ooh Ah Mardi Gras Illuminart
Annual Program Funding	Hayes Theatre Co Ltd	90,000	2020 Annual Program Funding
Project Funding	Hayes Theatre Co Ltd	120,000	H.M.S. Pinafore NSW Regional Tour
Project Funding	Head On Foundation Ltd	60,000	Head On Photo Festival 2021

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Annual Program Funding	Heaps Decent Ltd	35,000	2020 Annual Program Funding
Annual Program Funding	History Council of New South Wales Inc	85,000	2020 Annual Program Funding
Multiyear Program Funding	HotHouse Theatre Ltd	172,000	Multiyear Program Funding (2016–2020)
Small Project Grants (Quick Response)	Hung-Yen Yang	5,000	A Practical Guide to Self-Defence (APGSD)
Annual Program Funding	Hunter Writers' Centre Inc	70,000	2020 Arts and Cultural Organisations Funding
Small Project Grants (Quick Response)	Ian Sinclair	4,970	APAM 2020: Epoch Wars pitch and Asia TOPA creative development
Digitise Initiative (COVID-19 Quick Response)	Illawarra Performing Arts Centre Ltd	10,000	MerrigongX 2020 Season Digital Program
Multiyear Program Funding	Illawarra Performing Arts Centre Ltd	81,500	Multiyear Program Funding for Merrigong Theatre Company (2016–2020)
Multiyear Program Funding	Information and Cultural Exchange Inc	330,000	Multiyear Program Funding (2016–2020)
Project Funding	Information and Cultural Exchange Inc	50,000	Bring A Brick
Project Funding	International Performing Writers Association	20,000	Australian Poetry Slam (APS) – NSW Regional Tour
Small Project Grants (Quick Response)	Jackie Brown Jr	4,850	Jackie Brown Jr Sophomore EP
Small Project Grants (Quick Response)	Jacky Redgate	5,000	Jacky Redgate: Hold On
Project Funding	Jain Moralee (Lasting Kind Pty Ltd)	19,950	The Repatriation Project
Project Funding	Jake Savona	14,000	Havana Meets Kingston II: uniting musicians of Cuba and Jamaica
Small Project Grants (Quick Response)	James Brown	5,000	Developing and adapting: new ways of working to accommodate COVID-19
Small Project Grants (Quick Response)	Jane Sheldon	2,400	A new composition for a Sydney Dance Company emerging choreographer
Small Project Grants (Quick Response)	Jarrah Dundler	970	Varuna Alumni Residency
Project Funding	Jasmin Sheppard	40,000	The Complication of Lyrebirds
Project Funding	Jen Waterhouse	19,275	Eye see pink, black and white: new works by Wart
Project Funding	Jenn Blake	20,000	Fambo: A Queer Festival for All Kinds of Families
Small Project Grants (Quick Response)	Jenny O'Hara	5,000	Collaboration 'dark:arts': Soprano saxophone and visual art effected electronically

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Small Project Grants (Quick Response)	Jessica Conneely	3,800	Advancement of Dance & Dementia interventions through international professional development
Project Funding	Jessica Newell	19,992	'The Mother Project' creative development
Small Project Grants (Quick Response)	Jessica Porfiri	5,000	Kota Banks - Home studio for writing, producing and online performances
Creative Koori Program Funding	Johanna Clancy	15,000	Beneath the Madhan
Project Funding	John Prest	17,340	Sampling Improvisation
Small Project Grants (Quick Response)	Jon Rose	5,000	Whistling in the Dark
Small Project Grants (Quick Response)	Julian Poulson	4,900	The Cambodian Space Project 'MOTHERSHIP' Space Junk
Small Project Grants (Quick Response)	Julie Janson	4,200	Write novel 'Wilga' about the death of an outback river
Small Project Grants (Quick Response)	Julie Vulcan	4,980	New work creative research with professional bushfire ecologists and scientists
Small Project Grants (Quick Response)	Juliet Lamont	1,224	Professional development through creative collaboration with artist Al Stark
Regional Culture Infrastructure Grant	June Shire Council	4,880	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Justin Fermino	2,276	Debut regional tour of Western Australia
Project Funding	Justin Shoulder	44,000	'Turbo Engkanto' by Justin Shoulder
Small Project Grants (Quick Response)	Justin Shoulder	4,635	Carrion Pitch by Justin Shoulder at APAM 2020
Strategic Organisation Investment	Kaldor Public Art Projects Ltd	100,000	Multiyear Program Funding
Small Project Grants (Quick Response)	Kate Bobis	2,439	Theatrical residency with ASSITEJ Pakistan
Small Project Grants (Quick Response)	Kate McDowell	4,947	Artist Residencies: Back to Back Theatre and Second Echo Ensemble
Small Project Grants (Quick Response)	Kate O'Connell	5,000	Podcast project: Women at Work in Western Sydney
Small Project Grants (Quick Response)	Kath Kenny	5,000	Mothers, daughters, sisters? Restaging fifty feminist years
Small Project Grants (Quick Response)	Katie Pollock	5,000	The Curve
Small Project Grants (Quick Response)	Katina Olsen	5,000	Professional development project in Norway

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Small Project Grants (Quick Response)	Katja Handt	1,500	Professional development through training with internationally acclaimed leather artist
Project Funding	Katrina Douglas	19,950	danceX
Small Project Grants (Quick Response)	Kelly Leonard	4,566	Exploring 'material sound' to lessen effects of social isolation
Project Funding	Kelsey Strasek-Barker	12,034	Kelsey Iris debut EP recording project
Project Funding	Ken + Julia Yonetani	16,500	Creating new work and residency at Shigaraki Ceramic Cultural Park
Project Funding	Kirkala-Pithiluku Aboriginal Corporation	19,990	Grassroots producing arts and crafts
Project Funding	Kristie Jane Tainton	14,000	Small Fry Rock
Project Funding	Kristina Chan	18,811	Brightness - second development of new multidisciplinary dance work
Small Project Grants (Quick Response)	Kyle Wilson	5,000	Minerals EP
Regional Culture Infrastructure Grant	Lady Denman Heritage Complex Huskisson Inc	200,000	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Laith McGregor	598	ARCHIPELAGO Book Launch
Multiyear Program Funding	Lake Macquarie City Council	110,000	Multiyear Program Funding for Lake Macquarie City Art Gallery (2016-2020)
Regional Culture Infrastructure Grant	Lake Macquarie City Council	73,579	Regional Culture Infrastructure Grant
Regional Culture Infrastructure Grant	Lawrence Historical Society Inc	86,150	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Lee Bethel	3,100	Current: New work from Women Artists of Bundeena
Digitise Initiative (COVID-19 Quick Response)	Leeton Art Society Inc	1,500	Leeton Art Society Inc website
Multiyear Program Funding	Legs On The Wall Inc	191,500	Multiyear Program Funding (2016-2020)
Project Funding	Legs On The Wall Inc	104,055	Touring 'Man With the Iron Neck' to five NSW communities
Small Project Grants (Quick Response)	Leo Cremonese	845	The Colour of the Invisible
Premier's Literary and History Awards	Library Council of NSW	345,000	NSW Premier's Literary and History Awards Prize Monies
Digitise Initiative (COVID-19 Quick Response)	Lightning Ridge Opal and Fossil Centre Inc	9,500	Digital strategy development for the Australian Opal Centre (AOC)
Small Project Grants (Quick Response)	Lisa Godden	4,952	Ironbach - New Works Guitar Compositions Project

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Health and Wellbeing Initiative (COVID-19 Quick Response)	Lisa Hort	8,387	Treasured Stories, Poetry and Song – Together We Create
Small Project Grants (Quick Response)	Lisa Walker	1,760	Varuna Residency and manuscript assessment for a young adult novel
Digitise Initiative (COVID-19 Quick Response)	Lismore City Council	10,000	Together//Alone
Multiyear Program Funding	Lismore City Council	75,000	Multiyear Program Funding for Lismore Regional Gallery (2016–2020)
Multiyear Program Funding	Liverpool City Council	250,000	Multiyear Program Funding for Casula Powerhouse Arts Centre (2016–2020)
Creative Koori Program Funding	Lorraine Tye	19,350	Walan Gugaa – Strong Goanna
Small Project Grants (Quick Response)	Luke Kellett	5,000	COVID-19 in Newcastle – Developing the photographs taken during isolation
Small Project Grants (Quick Response)	Lux Eterna	4,450	Selected primary feature artist exhibition at MPP in the USA
Multiyear Program Funding	Maitland City Council	66,200	Multiyear Program Funding for Maitland Regional Art Gallery (2016–2020)
Project Funding	Male Choirs Association of Australia Inc	4,976	Male Choirs Association Australia – Musical Directors Workshop
Regional Culture Infrastructure Grant	Manning Valley Historical Society Inc	35,000	Regional Culture Infrastructure Grant
Project Funding	Mara Kiek	17,610	Mara! Big Band Project – Commissioning of new Australian works
New Dimensions – NSW Visual Arts (Established) Fellowship 19/20	Maria Fernanda Cardoso	30,000	Portraits of the Spiders of Paradise
Small Project Grants (Quick Response)	Maria Kylie Caldwell	5,000	Woven Dreams – first solo exhibition proposal
Health and Wellbeing Initiative (COVID-19 Quick Response)	Marion Conrow	9,900	Museum of My Friends#2 – Artists with Disability regarding COVID-19
Small Project Grants (Quick Response)	Mark Isaacs	5,000	Mark Isaacs new composition for Guitar Trek on popular melody
Project Funding	Marrugeku Inc	50,000	Jurrungu Ngan-ga
Project Funding	Martha Zwartz	17,950	Martha Marlow album launch tour
Small Project Grants (Quick Response)	Mary Rapp	5,000	To undertake traditional Korean singing, Pansori, tuition in Seoul
Project Funding	Mary-Anne Breeze	18,800	Archive creation at Duke University and the Electronic Literature Organisation Repository
Digitise Initiative (COVID-19 Quick Response)	Matriark Theatre Inc	10,000	Podcast: Eerie Street

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Project Funding	Matriark Theatre Inc	14,000	Urza and the Song in the Dark - tour development
Project Funding	Matthew Whittet	19,999	Children of Coal: A Young Fiction Incubator
Small Project Grants (Quick Response)	Mayumi Akiba	5,000	Byron Taiko x Japan Festival Byron Bay Digital
Small Project Grants (Quick Response)	Megan Clune	4,000	Presentation/performance of 'a living room' at 3331 Arts Chiyoda
Small Project Grants (Quick Response)	Mel O'Callaghan	5,000	Development and prototyping for new installation and performance
Health and Wellbeing Initiative (COVID-19 Quick Response)	Melissa Sunflower Trad	10,000	Workshops for artists with disabilities: Videos, Podcasts and Virtual Exhibition
Small Project Grants (Quick Response)	Merran Hughes	4,980	Creative support and documentation of health workers' pandemic experiences
Small Project Grants (Quick Response)	Michael Brogan	4,985	Online OnCountry Gallery: An Exhibition of Aboriginal Contemporary Artists
Small Project Grants (Quick Response)	Michael Hohn t/as Gary Carsley	4,860	Chromophilia
Project Funding	Michaela Gleave	32,337	COSMIC TIME: Major new performance work for the TarraWarra Biennial
Small Project Grants (Quick Response)	Michaela Gleave	5,000	Messages of Hope; Messages of Love
Small Project Grants (Quick Response)	Microfiche	4,900	Contemporary jazz ensemble month-long weekly music residency featuring guest collaborators
Annual Program Funding	Mid-Coast Council	25,000	2020 Annual Organisations funding for Manning Regional Art Gallery
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Mid-Western Regional Council	10,000	Fermenta - a festival of fermentation, performance and local creativity
Regional Culture Infrastructure Grant	Mid-Western Regional Council	600,000	Regional Culture Infrastructure Grant
Digitise Initiative (COVID-19 Quick Response)	Milk Crate Theatre	10,000	Stay Creative Stay Connected: Adapting creative programs to online delivery
Multiyear Program Funding	Milk Crate Theatre	80,000	Multiyear Program Funding (2016-2020)
Project Funding	Milk Crate Theatre	50,000	Creative development of new Australian theatre work: Tiny Universe
Creative Koori Program Funding	Mitch King	20,000	Flow - a yarn about country and water
Small Project Grants (Quick Response)	Mitchell Reese	5,000	Out of the Box

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Annual Program Funding	Monkey Baa Theatre for Young People Ltd	150,000	2020 Annual Program Funding
Project Funding	Monkey Baa Theatre for Young People Ltd	88,637	Monkey Baa's 2020 NSW tour of 'Edward the Emu'
Annual Program Funding	Moogahlin Performing Arts Inc	150,000	2020 Annual Program Funding
Creative Koori Digital Initiative (COVID-19 Quick Response)	Moogahlin Performing Arts Inc	10,000	MOOGAHL LIVE
Strategic Organisation Investment	Moorambilla Voices Ltd	75,000	Multiyear Program Funding
Multiyear Program Funding	Moree Cultural Art Foundation Ltd	51,000	Multiyear Program Funding for Bank Art Museum Moree (2016-2020)
Multiyear Program Funding	Mosman Municipal Council	85,000	Multiyear Program Funding for Mosman Art Gallery (2016-2020)
Small Project Grants (Quick Response)	Moussa Diakite	5,000	Promotion and publicity for Moussa Diakite's new album: Kanafo
Regional Culture Infrastructure Grant	Muda Aboriginal Corporation (Bourke Shire Council)	192,960	Regional Culture Infrastructure Grant
Project Funding	Mudgee Readers' Festival Inc	20,000	Mudgee Readers' Festival 2021
Regional Culture Infrastructure Grant	Murrah Hall Preservation Association Inc	7,000	Regional Culture Infrastructure Grant
Project Funding	Murray Arts Inc	55,000	Burraja Gallery Continues
Regional Arts Boards Program Funding	Murray Arts Inc	140,000	Multiyear Program Funding (2016-2020)
Generations - 2019/20 NSW Music (Early Career) Fellowship	Museum of Applied Arts and Sciences	40,000	Partnership Record - Generations - 2019/20 NSW Music (Early Career) Fellowship
MCA Creative Ageing Project	Museum of Contemporary Art	200,000	MCA Creative Ageing Project
State Significant Program Funding	Museum of Contemporary Art Ltd	4,068,000	Multiyear Program Funding (2016-2018) + (2019-2021)
Multiyear Service Organisation Program Funding	Museums and Galleries of NSW Ltd	1,195,000	Multiyear Program and Devolved Funding (2016-2020)
Project Funding	Museums and Galleries of NSW Ltd	60,000	NSW and national tour of Just Not Australian exhibition
Project Funding	Music Council of Australia Pty Ltd	15,000	Music: Count Us In - Building a Direct Sales Capability
Major Performing Arts Companies	Musica Viva Australia	555,132	Multiyear Program Funding (2019-2021)
Multiyear Service Organisation Program Funding	MusicNSW Inc	355,000	Multiyear Program Funding (2016-2020)
Project Funding	MusicNSW Inc	50,000	MusicNSW Regional Music Officer Program Phase 2

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Project Funding	MusicNSW Inc	70,000	MusicNSW's Regional Music Crawl
Regional Culture Infrastructure Grant	Muswellbrook Shire Council	67,650	Regional Culture Infrastructure Grant
Project Funding	Mx Emma Maye Gibson	10,000	Residency for Betty Grumble to write and develop new work
Small Project Grants (Quick Response)	Mx Emma Maye Gibson	5,000	Remount and presentation of Working Bitches at Sydney Opera House
Small Project Grants (Quick Response)	Mx Meng-Yu Yan	4,400	Double Witness – solo exhibition at Dominik Mersch Gallery
Small Project Grants (Quick Response)	Mx Sidney (Anna) McMahon	5,000	New interactive sculptural installation work creation during COVID-19 period
Regional Culture Infrastructure Grant	Nambucca Shire Council	100,000	Regional Culture Infrastructure Grant
Regional Culture Infrastructure Grant	Narrandera Shire Council	28,650	Regional Culture Infrastructure Grant
State Significant Program Funding	National Art School	5,359,500	National Art School State Significant Funding
NAS Rental Assistance	National Art School	129,056	NAS Rental Assistance
Multiyear Service Organisation Program Funding	National Association for the Visual Arts Ltd	50,000	Multiyear Program Funding (2016–2020)
Project Funding	National Film and Sound Archive of Australia	18,165	The Sentimental Bloke
Project Funding	New England Bach Festival Inc	15,000	10th New England Bach Festival
Multiyear Program Funding	New England Regional Art Museum Ltd	60,000	Multiyear Program Funding (2016–2020)
Annual Program Funding	New England Writers' Centre	22,000	Program for 2020 New England Writers' Centre
Project Funding	New Steel City Strings Inc	26,160	Celebration of Youth 2021
Annual Program Funding	Newcastle City Council	70,000	2020 Newcastle Art Gallery Annual Funding
Project Funding	Newcastle City Council	86,096	Newcastle Festival pilot event – local artist commissions
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Newcastle City Council	10,000	ICYMI – an evening of live local performance
Annual Program Funding	Newcastle Historic Reserve Land Manager	150,000	2020 Annual Program Funding for The Lock-Up
Project Funding	Newcastle Writers Festival Inc	50,000	2020 Newcastle Writers Festival
Project Funding	Next Wave Festival Inc	45,000	Showcase of nine projects at Next Wave Festival 2020
Project Funding	Ngaiire Joseph	20,000	Ngaiire – Album #3 domestic and international release plan

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Small Project Grants (Quick Response)	Ngarrgan Mirriiyin Choir	5,000	Ngarragan Mirriiyin Choir – Sharing desert culture through language and song
Project Funding	Nicholas Clow	10,000	Caldera Music Festival
Small Project Grants (Quick Response)	Nicholas Russoniello	1,200	Artistic collaboration with AURA Contemporary Ensemble, Houston, USA
Small Project Grants (Quick Response)	Nick Atkins t/as Operated Coin	5,000	Pauline Wants to Party
Small Project Grants (Quick Response)	Nigel Featherstone	2,460	Self-initiated two-day creative development for new full-length play with songs
Small Project Grants (Quick Response)	Nikki Thompson-McWatters	1,546	Research trip for the development of young adult book
Multiyear Program Funding	Northern Beaches Council	50,000	Multiyear Program Funding for Manly Regional Art Gallery and Museum (2016–2020)
Regional Culture Infrastructure Grant	Northern Rivers Performing Arts Centre (NORPA)	296,625	Regional Culture Infrastructure Grant
Multiyear Program Funding	Northern Rivers Performing Arts Inc	300,000	Multiyear Program Funding (2016–2020)
Small Project Grants (Quick Response)	Northern Rivers Performing Arts Inc	920	Attendance and presentation at APAM 2020 by NORPA Artistic Director
Creative Koori Digital Initiative (COVID-19 Quick Response)	NSW Aboriginal Culture, Heritage & Arts Association Inc	9,692	ACHAA Mukurtu Train the Trainers Program
Digitise Initiative (COVID-19 Quick Response)	NSW Writers' Centre Inc	10,000	Storytelling in a time of crisis
Multiyear Service Organisation Program Funding	NSW Writers' Centre Inc	175,000	Multiyear Program Funding (2016–2020)
Digitise Initiative (COVID-19 Quick Response)	Octapod Association Inc	9,324	Octapod online
Multiyear Service Organisation Program Funding	Octapod Association Inc	50,000	Multiyear Program Funding (2016–2020)
Regional Culture Infrastructure Grant	Old Fairbridgians' Association – Molong Inc	350,000	Regional Culture Infrastructure Grant
Annual Program Funding	Omega Ensemble	100,000	2020 Annual Program Funding
Major Performing Arts Companies	Opera Australia	3,496,246	Multiyear Program Funding (2019–2021)
Regional Arts Boards Program Funding	Orana Arts Inc	140,000	Multiyear Program Funding (2016–2020)
Annual Program Funding	Orange City Council	60,000	2020 Annual Program Funding for Orange Regional Museum

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Annual Program Funding	Orange City Council	80,000	Continuing the Orange Blayney Cabonne Sustainable Collections Program
Multiyear Program Funding	Orange City Council	63,700	Multiyear Program Funding for Orange Regional Gallery (2016-2020)
Regional Arts Boards Program Funding	Outback Arts Inc	140,000	Multiyear Program Funding (2016-2020)
Multiyear Program Funding	Outback Theatre for Young People	130,000	Multiyear Program Funding (2016-2020)
Digitise Initiative (COVID-19 Quick Response)	Outlandish Arts Productions Ltd	9,550	FIRE
Annual Program Funding	Pacific Opera Company Ltd	94,000	2020 Annual Program Funding
Multiyear Program Funding	PACT Centre for Emerging Artists Inc	99,000	Multiyear Program Funding (2016-2020)
Project Funding	PACT Centre for Emerging Artists Inc	70,000	PACT 2020 Artist Residency Program
Annual Program Funding	Parramatta Female Factory Precinct Inc	159,985	Creating a Women's Place: National Women's Arts & Cultural Centre (WACC)
Small Project Grants (Quick Response)	Peggy Polias	3,231	Professional development in UK with The Riot Ensemble and others
Creative Koori Program Funding	Penelope Evans	18,000	Burnt Banksia Mob
Small Project Grants (Quick Response)	Penelope Evans	5,000	Wounded - Bones of a white picket fence
Digitise Initiative (COVID-19 Quick Response)	Penrith City Council - Penrith Performing & Visual Arts Ltd	9,140	Short Message Service
Multiyear Program Funding	Penrith City Council - Penrith Performing & Visual Arts Ltd	375,000	Multiyear Program Funding (2016-2020)
Project Funding	Penrith City Council - Penrith Performing & Visual Arts Ltd	19,580	Street Notes
Annual Program Funding	Penrith Symphony Orchestra Inc	38,332	Penrith Symphony Orchestra 2020 Performance Season
Annual Program Funding	Performing Lines Ltd	151,000	2020 Annual Program Funding
Digitise Initiative (COVID-19 Quick Response)	Performing Lines Ltd	10,000	Digital Artist Residency and Mentorship with Merrigong Theatre
Small Project Grants (Quick Response)	Philip Channells	5,000	Professional Development in Trondheim, Norway
Small Project Grants (Quick Response)	Phoebe Madeleine Lee Bognar	3,750	Professional development through lessons with internationally acclaimed contemporary flute players
Annual Program Funding	Pinchgut Opera Ltd	175,000	2020 Annual Program Funding

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Digitise Initiative (COVID-19 Quick Response)	Pinchgut Opera Ltd	10,000	Pinchgut at Home - filmed musical performances to share online
Multiyear Service Organisation Program Funding	Playwriting Australia	101,800	Multiyear Program Funding (2016-2020)
Regional Culture Infrastructure Grant	Port Macquarie Historical Society Inc	71,465	Regional Culture Infrastructure Grant
Digitise Initiative (COVID-19 Quick Response)	Port Macquarie Historical Society Inc	2,959	'The Story Port' - website capacity development for online storytelling
Annual Program Funding	Port Macquarie-Hastings Council	70,000	2020 Annual Program Funding for the Glasshouse Regional Gallery
Regional Culture Infrastructure Grant	Port Macquarie-Hastings Council	101,630	Regional Culture Infrastructure Grant
Multiyear Program Funding	Powerhouse Youth Theatre Inc	130,000	Multiyear Program Funding (2016-2020)
Project Funding	Powerhouse Youth Theatre Inc	80,504	NSW leg of national regional tour of PYT Fairfield's PLAYLIST
Annual Program Funding	Precarious Inc	75,000	Organisations Artistic Funding for Circus Monoxide
Project Funding	Prof Liza Lim	19,900	Re-imagining the String Quartet Festival
Regional Culture Infrastructure Grant	Queanbeyan-Palerang Regional Council	200,000	Regional Culture Infrastructure Grant
Project Funding	R Fritz & J Rickert & K B Rickert & M N Rickert (Pilliga Pottery & Barkala Farmstay)	12,500	Opera in the Pilliga
Small Project Grants (Quick Response)	Raquel Ormella	4,210	#CanYouKnowMyName issue of <i>Art Monthly Australasia</i> guest-edited by Raquel Ormella
Annual Program Funding	ReadyMade Works Inc	50,500	2020 Annual Program Funding
Multiyear Service Organisation Program Funding	Regional Arts NSW Ltd	705,000	Multiyear Program and Devolved Funding (2016-2020)
Strategic Funding	Regional Arts NSW Ltd	200,000	Multiyear Funding for Artstate (2017-2020)
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Renew Initiatives Australia Ltd	10,000	Crown St Mall Takeover
Project Funding	Rhiannon Newton	12,000	Creative Development of 'Strange Place' at Dance Nucleus, Singapore
Small Project Grants (Quick Response)	Rhyan Clapham	5,000	Showcase and Speak at Indigenous Music Summit, New Orleans
Project Funding	Riana Head-Toussaint	19,000	Underwheel - creative development
Regional Culture Infrastructure Grant	Richmond Valley Council	50,000	Regional Culture Infrastructure Grant
Annual Program Funding	River City Voices Ltd	28,000	River City Voices 2020 Operational Impact and Sustainability Funding

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Small Project Grants (Quick Response)	Rizcel Gagawanan	5,000	Filipinx-Australian Writers Room - research and development
Small Project Grants (Quick Response)	Robert Colman	5,000	Professional development through mentoring with acclaimed NSW playwright
Small Project Grants (Quick Response)	Robert Frew (Rogue Projects Pty Ltd)	4,475	Bradford Elmore's Gravity at the 2020 Queer Playwriting Award Showcase
Regional Culture Infrastructure Grant	Robertson School of Arts Inc	45,000	Regional Culture Infrastructure Grant
Multiyear Service Organisation Program Funding	Royal Australian Historical Society	65,000	Multiyear Program Funding (2016-2020)
Multiyear Service Organisation Program Funding	Rumpus Skillshare	50,000	Multiyear Program Funding (2016-2020)
Digitise Initiative (COVID-19 Quick Response)	Sacred Currents Inc	10,000	Dance No.19
Small Project Grants (Quick Response)	Sally Sussman	5,000	Local Arts Relay: a solo art walk around your neighbourhood
Project Funding	Salote Tawale	19,895	Two-month residency and exhibition at I:project in Beijing, China
Regional Culture Infrastructure Grant	Saltwater Freshwater Arts Alliance Aboriginal Corporation	7,405	Regional Culture Infrastructure Grant
Annual Program Funding	Saltwater Freshwater Arts Alliance Aboriginal Corporation	100,000	2020 Annual Program Funding
Creative Koori Program Funding	Saltwater Freshwater Arts Alliance Aboriginal Corporation	30,000	Saltwater Freshwater Weaving Gathering 2020
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Saltwater Freshwater Arts Alliance Aboriginal Corporation	10,000	Made Deadly - live on the Saltwater Freshwater Coast
Small Project Grants (Quick Response)	Samuel James	2,200	Panic Embrace - video installation
Small Project Grants (Quick Response)	Samuel Jarrett	4,410	Producer mentorship
Project Funding	Sani Townson	14,427	Lagaw Mabaygal - Island ppl
Project Funding	Sara Black	35,309	Double Beat
Health and Wellbeing Initiative (COVID-19 Quick Response)	Sarah Houbolt	9,000	Website and digital content development
Small Project Grants (Quick Response)	Sarah Houbolt	4,900	Rotations Zoom classes
Small Project Grants (Quick Response)	Sarah Vai	5,000	International Associate Artist Mentorship with Canada's Red Sky Performance

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Regional Culture Infrastructure Grant	Scone Films Inc	4,592	Regional Culture Infrastructure Grant
Strategic Organisation Investment	Sculpture by the Sea Inc	300,000	Multiyear Program Funding
Small Project Grants (Quick Response)	Sebastian Henry-Jones	5,000	To Listen, Not to Preserve
Project Funding	SeedArts Australia Inc	19,999	'River Crossing' highwire performance event and art installation
Small Project Grants (Quick Response)	Shakthidharan Sivanathan	2,129	宿(stay) pitching at APAM at Asia TOPA 2020
Digitise Initiative (COVID-19 Quick Response)	Sharon Howard (Gang Gang Gallery)	5,000	Gang Gang Gallery Virtual 'Beauty of the Beast'
Multiyear Program Funding	Shaun Parker & Company Ltd	190,000	Multiyear Program Funding (2016-2020)
Regional Culture Infrastructure Grant	Shear Outback Ltd	85,521	Regional Culture Infrastructure Grant
Small Project Grants (Quick Response)	Shireen Taweel	5,000	Project development/residency at Cité, Paris and exhibition development
Visual Arts (Emerging) Fellowship	Shivanjani Lal	30,000	Before each beginning is an act of remembrance
Regional Culture Infrastructure Grant	Shoalhaven City Council	300,000	Regional Culture Infrastructure Grant
Health and Wellbeing Initiative (COVID-19 Quick Response)	Shopfront Arts Co-op Ltd	10,000	ART NOT APART biweekly digital multi-art classes for young people
Multiyear Program Funding	Shopfront Arts Co-op Ltd	105,000	Multiyear Program Funding (2016-2020)
Project Funding	Shopfront Arts Co-op Ltd	19,000	ELEVATE - a festival elevating Art, Art Makers and Audiences
Small Project Grants (Quick Response)	Shoufay Derz	4,900	Professional development through art residency and first international solo exhibition
Health and Wellbeing Initiative (COVID-19 Quick Response)	Signal Creative Limited	8,970	Signal-Make with Me
Digitise Initiative (COVID-19 Quick Response)	Soft Tread Enterprises Pty Ltd	10,000	Strange Bedfellows: Ghost Light
Project Funding	Songwriters and Original Musicians Association Dubbo Inc	15,300	Original music events series in Dubbo, presented by SOMAD
Digitise Initiative (COVID-19 Quick Response)	South Coast Writers Centre Inc	5,400	Dreaming Inside Volume 8 videocast
Multiyear Program Funding	South Coast Writers Centre Inc	80,000	Multiyear Program Funding (2016-2020)
Project Funding	South East Arts (NSW) Inc	30,000	Giiyong Festival 2020
Regional Arts Boards Program Funding	South East Arts (NSW) Inc	140,000	Multiyear Program Funding (2016-2020)

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Regional Arts Boards Program Funding	South West Arts Inc	140,000	Multiyear Program Funding (2016–2020)
Regional Culture Infrastructure Grant	South West Arts Inc	50,000	Regional Culture Infrastructure Grant
Regional Culture Infrastructure Grant	Southern Tablelands Arts	590,000	Regional Culture Infrastructure Grant
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Southern Tablelands Arts Inc	10,000	Virtual to Actual Performance Poetry
Regional Arts Boards Program Funding	Southern Tablelands Arts Inc	140,000	Multiyear Program Funding (2016–2020)
Annual Program Funding	Spaghetti Circus Inc	75,000	2020 Annual Program Funding
Small Project Grants (Quick Response)	Spiral Gallery Co-operative Ltd	5,000	Professional online promotion
Annual Program Funding	Sprung!! Integrated Dance Theatre	90,000	Creating sustainable leadership in a quality disability arts organisation
Project Funding	Sprung!! Integrated Dance Theatre	38,860	O, How I Dreamt of Things Impossible production funding
Project Funding	Squabbalagic Independent Music Theatre Inc	70,000	The Dismissal: A New Australian Musical Full Production Development & Creation
Multiyear Program Funding	Stalker Theatre Inc	95,000	Multiyear Program Funding (2016–2020)
Small Project Grants (Quick Response)	Stephen Kok	4,000	Working with Sydney illustrator to complete graphic novel
Project Funding	Stonewave Taiko Inc	18,980	Bega Big Matsuri
Small Project Grants (Quick Response)	Stonewave Taiko Inc	4,762	Stonewave Taiko - create online training content
Small Project Grants (Quick Response)	Stuart Cook	1,180	For Sale: Perfection
Annual Program Funding	Studio A Limited	90,000	Studio A: Professional Development for Artists with Intellectual Disability
Small Project Grants (Quick Response)	Sue Healey	5,000	'Free Orbit' - a live relay dance and drone performance
Small Project Grants (Quick Response)	Suneeta Peres da Costa	5,000	Support for draft development of novel, Birds of India
Multiyear Program Funding	Sutherland Shire Council	100,000	Multiyear Program Funding for Hazelhurst Regional Gallery & Arts Centre (2016–2020)
Strategic Funding	Sutherland Shire Council	3,500	Sutherland Shire Literary Competition
Small Project Grants (Quick Response)	Suzannah Arnot	725	Illustrating Children's Book Course
Annual Program Funding	Sydney Arts Management Advisory Group Inc	15,000	2020 Annual Program Funding

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Project Funding	Sydney Chamber Choir Inc	29,545	Sydney Chamber Choir's 2020 Season
Annual Program Funding	Sydney Chamber Opera Inc	94,360	Sydney Chamber Opera 2020 Artistic Program
Major Performing Arts Companies	Sydney Dance Company	278,828	Multiyear Program Funding (2019-2021)
Digitise Initiative (COVID-19 Quick Response)	Sydney Improvised Music Association Inc	10,000	Alone, Together: curated streamed performances, virtual mentorships and podcast project
Multiyear Program Funding	Sydney Improvised Music Association Inc	90,000	Multiyear Program Funding (2016-2020)
Health and Wellbeing Initiative (COVID-19 Quick Response)	Sydney Krump Community	5,000	BLVCKOUT, online Krump platform raising mental and physical health awareness
Project Funding	Sydney Non Objective Group	30,000	SNO 2020 Program
Multiyear Program Funding	Sydney Philharmonia Ltd	80,000	Multiyear Program Funding (2016-2020)
Major Performing Arts Companies	Sydney Symphony Orchestra Holdings Pty Ltd	3,352,242	Multiyear Program Funding (2019-2021)
Strategic Funding	Sydney Symphony Orchestra Holdings Pty Ltd	174,462	2020 Regional NSW Tour
Major Performing Arts Companies	Sydney Theatre Company Ltd	533,587	Multiyear Program Funding (2019-2021)
Multiyear Program Funding	Sydney Youth Orchestras Inc	100,000	Multiyear Program Funding (2016-2020)
Multiyear Program Funding	Synergy & Taikoz Ltd	150,000	Multiyear Program Funding (2016-2020)
Project Funding	Tahni Froudist	13,432	Neighbour
Project Funding	Taloi Havini	10,000	Development of a new major artwork: Taloi Havini, 2020
Multiyear Program Funding	Tamworth Regional Council	65,000	Multiyear Program Funding for Tamworth Regional Gallery (2016-2020)
Project Funding	Tamworth Regional Council	50,000	Navigating Home museums/archives project
Project Funding	Tamworth Regional Council	40,000	New Stitches: Tamworth Regional Gallery's Mary Jane Hannaford quilts and the contemporary voice project
Regional Culture Infrastructure Grant	Tamworth Regional Gallery	5,850	Regional Culture Infrastructure Grant
Multiyear Program Funding	Tantrum Theatre Cooperative Ltd	85,000	Multiyear Program Funding (2016-2020)
Project Funding	Tanya Vavilova	7,000	You Were Such a Happy Child

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Small Project Grants (Quick Response)	Tessa Rapaport	4,998	Creation of new work for Lichen Fest festival, Mustarinda
Major Performing Arts Companies	The Australian Ballet	705,419	Multiyear Program Funding (2019–2021)
Project Funding	The Australian Haydn Ensemble Inc	100,000	The Australian Haydn Ensemble 2020 Touring Season
Major Performing Arts Companies	The Bell Shakespeare Company Ltd	116,667	Rental Subsidy for the Argyle Stores
Major Performing Arts Companies	The Bell Shakespeare Company Ltd	793,737	Multiyear Program Funding (2019–2021)
Strategic Funding	The Bell Shakespeare Company Ltd	147,600	2020 Regional NSW Tour - 'The Comedy of Errors'
Annual Program Funding	The Cad Factory	78,000	The Cad Factory's 2020 Program
Regional Culture Infrastructure Grant	The CORRIDOR project	14,271	Regional Culture Infrastructure Grant
Project Funding	The CORRIDOR Project Ltd	19,500	CORRIDOR AIR + PD-LAB - curation of program 2020–2021
Multiyear Program Funding	The Eleanor Dark Foundation Ltd	175,000	Multiyear Program Funding for Varuna (2016–2020)
Digitise Initiative (COVID-19 Quick Response)	The English Association Sydney Inc	10,000	How We Live Now, A Digital Special Issue of Southerly
Annual Program Funding	The House That Dan Built Inc	85,000	2020 Annual Program Funding
Strategic Organisation Investment	The Lysicrates Foundation Ltd	75,000	Multiyear Funding for the Martin Lysicrates Prize
Annual Program Funding	The Metropolitan Orchestra Inc	53,000	TMO 2020 Infrastructure and Sustainability Development
Regenerate Regional Event Initiative (COVID-19 Quick Response)	The Moxy Collective	10,000	'She-Rated Cabaret' - On the Road
Small Project Grants (Quick Response)	The Nights (R H Campbell & W A Flamenco & T J Marland)	1,710	The Nights - Rufus Du Sul Hobart Support Show
Multiyear Program Funding	The Performance Space Ltd	450,000	Multiyear Program Funding (2016–2020)
Annual Program Funding	The Red Room Company Ltd	100,000	2020 Annual Program Funding
Health and Wellbeing Initiative (COVID-19 Quick Response)	The Red Room Company Ltd	9,900	MAD Poetry Digital: Online Workshops and Commissions
Multiyear Program Funding	The Song Company Pty Ltd	150,000	Multiyear Program Funding (2016–2020)
Key Festivals Funding	The Sydney Festival Ltd	5,089,940	Multiyear Program Funding (2017–2018) + (2019–2021)
Annual Program Funding	The Sydney Fringe Inc	130,000	The Sydney Fringe Festival 2020
Key Festivals Funding	The Sydney Writers' Festival Ltd	500,000	Multiyear Program Funding (2016–2018) + (2019–2021)

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Annual Program Funding	The Wired Lab Ltd	60,000	2020 Annual Program Funding
Annual Program Funding	Theatre Kantanka Inc	40,000	2020 Annual Program Funding
Annual Program Funding	Theatre Network NSW Inc	50,000	2020 Annual Program Funding
Annual Program Funding	Think & DO Tank Foundation Ltd	75,000	2020 Annual Program Funding
Project Funding	Think & DO Tank Foundation Ltd	40,000	Lost in Books Multilingual Arts Outreach Program
Small Project Grants (Quick Response)	Tiyan Baker	4,970	Professional artistic development through collaboration with internationally acclaimed American filmmaker
Small Project Grants (Quick Response)	Toby Mobbs	500	Toby Mobbs Regional Tour 2020
Project Funding	Tony Albert	50,000	Healing Land, Remembering Country
Small Project Grants (Quick Response)	Travis De Vries	5,000	Digital Creations - POST
Small Project Grants (Quick Response)	Trinity Morris	4,942	Stories of Strangers Project Exhibition
Annual Program Funding	Tweed Shire Council	91,000	2020 Annual Program Funding for Tweed Regional Museum
Multiyear Program Funding	Tweed Shire Council	100,000	Multiyear Program Funding for Tweed Regional Gallery and Margaret Olley Art Centre (2016-2020)
Regional Culture Infrastructure Grant	Tweed Shire Council	100,000	Regional Culture Infrastructure Grant
Creative Koori Program Funding	Twofold Aboriginal Corporation	45,000	Far South Coast Cultural Revival Program
Digitise Initiative (COVID-19 Quick Response)	UNSW Galleries, University of New South Wales	10,000	'Forms of Being Together' online program
Regional Culture Infrastructure Grant	Uralla Shire Council	1,620	Regional Culture Infrastructure Grant
Health and Wellbeing Initiative (COVID-19 Quick Response)	Urban Theatre Projects Ltd	10,000	Radical Accessibility Un-Symposium
Multiyear Program Funding	Urban Theatre Projects Ltd	315,000	Multiyear Program Funding (2016-2020)
Project Funding	Urban Theatre Projects Ltd	50,000	Right. Here. Right Now.
Small Project Grants (Quick Response)	Urban Theatre Projects Ltd	5,000	Attending APAM gathering at Asia TOPA

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Creative Kids Program	Various recipients (over 11,500 voucher redemptions) administered by Service NSW	11,504,283	Creative Kids Program
Project Funding	Verity La Inc	10,000	Verity La Online Journal for New and Established, Non-mainstream Voices
Small Project Grants (Quick Response)	Victoria Perry	4,885	Professional Development through acquisition of industry tools and equipment
Project Funding	Victoria Pham	20,000	Re: Sounding
Project Funding	Vyvienne Abla	60,000	4ESydney – the Home of HipHop
Multiyear Program Funding	Wagga Wagga City Council	75,000	Multiyear Program Funding for the Museum of the Riverina (2016–2020)
Multiyear Program Funding	Wagga Wagga City Council	65,000	Multiyear Program Funding for Wagga Wagga Art Gallery (2016–2020)
Annual Program Funding	Wagga Wagga Writers Writers Inc	36,500	2020 Arts and Cultural Organisations Funding
Regional Culture Infrastructure Grant	Walcha Council	77,744	Regional Culture Infrastructure Grant
Creative Koori Program Funding	Warren Foster	19,998	Djurwali-ngal (We Grow)
Small Project Grants (Quick Response)	WeiZen Ho	5,000	Differently, Possibly
Regional Arts Boards Program Funding	West Darling Arts Inc	144,000	Multiyear Program Funding (2016–2020)
Digitise Initiative (COVID-19 Quick Response)	Western Riverina Arts Inc	9,800	Yarruwala Wiradjuri Digitisation Platform
Regional Arts Boards Program Funding	Western Riverina Arts Inc	140,000	Multiyear Program Funding (2016–2020)
Annual Program Funding	Western Sydney University	30,000	Sydney Review of Books 2020 NSW Program
Annual Program Funding	Westwords Ltd	210,000	2020 Annual Program Funding
Small Project Grants (Quick Response)	William Kostakis	5,000	The Boy with the Golden Heart: A YA Memoir (development)
Annual Program Funding	Willoughby City Council	50,000	Willoughby Symphony Orchestra marketing project
Project Funding	Wingham Akoostik Music Festival Inc	50,000	Expansion of Wingham Akoostik Music Festival
Project Funding	Wiradyuri Traditional Owners Central West Aboriginal Corporation	35,000	Historical Encounters of the Third (3D) Kind
Annual Program Funding	Wollongong Writers Festival	50,000	2020 Annual Program Funding
Project Funding	Woodfordia Inc	18,905	Festival of Small Halls Summer Tour 2020

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name/description
Digitise Initiative (COVID-19 Quick Response)	Working Group Entertainment Pty Ltd	10,000	Caldera 360 ^o
Digitise Initiative (COVID-19 Quick Response)	Writing and Society Research Centre, Western Sydney University	10,000	Homonyms: new literary podcasts from the Sydney Review of Books
Project Funding	Yana Taylor	16,163	'Leading is Following is Leading': final development into presentation, Liveworks2020
Project Funding	Yesterday Stories Pty Ltd	66,849	Yesterday Stories Southern NSW
Regenerate Regional Event Initiative (COVID-19 Quick Response)	Yuin Folk Club Inc	10,000	Music for our Times - together through music
Small Project Grants (Quick Response)	Yvette Hamilton	4,930	Supernatural Light Affinity
Project Funding	Yvonne Boag	6,000	Near Mad Thoughts
Small Project Grants (Quick Response)	Zanny Begg	5,000	Magic Mountains

Screen NSW

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name
Made in NSW international	Impala 2020 Pty Ltd	Commercial in confidence	Made in New South Wales
Made in NSW international	Three Thousand Years of Longing Pty Ltd	Commercial in confidence	Made in New South Wales
Screen NSW Programs	Amala Groom	2,500	AIDC Program - travel grant
Screen NSW Programs	Armenian Film Festival Australia Inc	3,000	Armenian Film Festival
Screen NSW Programs	Australia In Films	60,500	Charlie's Hotdesks
Screen NSW Programs	Australian Directors Guild Ltd	5,000	Screen Forever - support for emerging directors
Screen NSW Programs	Australian Directors' Guild Ltd	30,000	Industry Development Program
Screen NSW Programs	Australian Directors' Guild Ltd	10,000	Australian Directors' Guild Awards 2020
Screen NSW Programs	Australian International Documentary Conference	20,000	Industry Development Program
Screen NSW Programs	Australian Writers' Guild	10,000	Industry Development Deepening Diversity
Screen NSW Programs	Australians In Film	50,000	Charlie's Create NSW Lab 2019
Screen NSW Programs	The Bardic Studio	10,000	Audience Development Program

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name
Screen NSW Programs	BBC Studios Australia Pty Ltd	25,000	AIDC Conference 2019 - UIPP - Max Bourke
Screen NSW Programs	Blackfella Films	10,000	UNESCO City of Film Awards
Screen NSW Programs	Brunico Communications Ltd	23,749	Asian Animation Summit
Screen NSW Programs	Bunya Talent Inc	27,500	Indigenous Talent Incubator Program
Screen NSW Programs	Bus Stop Films Ltd	10,000	Industry Development Program
Screen NSW Programs	Bus Stop Films Ltd	10,000	Industry Program - digital pivot
Screen NSW Programs	Campbelltown City Council	988	Mouna Zaylah Panel Fee
Screen NSW Programs	Cheeky Little Media Pty Ltd	7,000	Asian Animation Summit 2019 travel grant
Screen NSW Programs	Co-Curious Ltd	15,000	Breakthrough Online
Screen NSW Programs	Co-Curious Ltd	42,180	Here Out West
Screen NSW Programs	Compton School Pty Ltd	6,000	Greenlight Network Industry Development
Screen NSW Programs	Cultural Media	10,000	Palestinian Film Festival 2019
Screen NSW Programs	Curious Works	20,000	Industry Development Program
Screen NSW Programs	Curious Works	30,000	Behind Closed Doors
Screen NSW Programs	Fantom Productions	1,000	Jack Kemp MIFF 37oSouth
Screen NSW Programs	Filmfest Ltd	7,900	MIFF Accelerator Express Director's Placement
Screen NSW Programs	Flickerfest Pty Ltd	40,000	Flickerfest Festival
Screen NSW Programs	Flickerfest Pty Ltd	1,250	Kids Programme Menindee screening
Screen NSW Programs	For Film's Sake Ltd	40,000	Attagirl Lab Initiative
Screen NSW Programs	Freshflix Pty Ltd	5,000	Freshflix film screenings
Screen NSW Programs	Georgia Louise Coles	5,000	AIDC Program - travel grant - Georgia Coles
Screen NSW Programs	Guerilla Films Pty Ltd	20,800	Wyrnwood VR
Screen NSW Programs	Hunter Joint Organisation	18,000	Industry Development - Screen Hunter
Screen NSW Programs	Imagine Impact Australia Pty Ltd	60,000	Impact Australia Development Program
Screen NSW Programs	Information & Cultural Exchange Inc	100,000	Industry Development Program Year 1
Screen NSW Programs	Information & Cultural Exchange Inc	15,000	Screen Strategic Plan Development
Screen NSW Programs	Joshua Mark Longhurst	1,000	Attendance MIFF 37oSouth Market
Screen NSW Programs	Joshua Mark Longhurst	10,000	Emerging Producer Joshua Longhurst
Screen NSW Programs	Kalori Productions Pty Ltd	880	Panel member fee: Gillian Moody

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name
Screen NSW Programs	Lebanese Film Festival Association	8,000	Lebanese Film Festival
Screen NSW Programs	Leonie Kelly	2,085	AIDC Program – travel grant – Leonie Kelly
Screen NSW Programs	Madjulla Association	10,000	Emerging Producer – Marlikka Perdrisat
Screen NSW Programs	Mathieu Tam-Ky Ravier	910	Panel member fee
Screen NSW Programs	North West Film Festival Inc	5,000	North West Film Festival
Screen NSW Programs	Northern Rivers Screenworks Inc	150,000	Industry Development Grant Year 1
Screen NSW Programs	Northern Rivers Screenworks Inc	5,540	Ken Crouch travel/strategic opportunities
Screen NSW Programs	Palangi Productions Pty Ltd	10,000	Persian Film Festival
Screen NSW Programs	Perfect Light Film Festival	5,000	Perfect Light Film Festival
Screen NSW Programs	Pop Family Entertainment Pty Ltd	7,000	Asian Animation Summit 2019 travel grant
Screen NSW Programs	Queer Screen Ltd	10,000	Mardi Gras Film Festival
Screen NSW Programs	Screen Culture Association Inc	20,000	Antenna Industry Program
Screen NSW Programs	Screen Culture Association Inc	8,000	Year 2 Antenna Documentary Film Festival
Screen NSW Programs	Screen Producers Association of Australia	15,000	Industry Development Program
Screen NSW Programs	Screen Producers Association of Australia	10,000	Screen Producers 3rd year – industry development
Screen NSW Programs	Screenwave Australia Pty Ltd	20,000	Screenwave Film Festival
Screen NSW Programs	The Sydney Film Festival	1,278,409	Sydney Film Festival
Screen NSW Programs	The Sydney Film Festival	30,000	Screenability screenings – Sydney Film Festival
Screen NSW Programs	South East Arts (NSW) Inc	3,000	South East Screen Strategy – industry development
Screen NSW Programs	Southern Pictures Pty Ltd	18,000	Southern Impact Education Workshops
Screen NSW Programs	Taiwan Film Festival Inc	3,000	Audience Development Program
Screen NSW Programs	Triggar Vr Pty Ltd	4,800	Rackspace Cloud Files Bandwidth
Screen NSW Programs	University of Technology Sydney	10,000	Winda Film Festival Audience Development
Slate Development Program	Bunya Productions	100,000	Bunya Productions
Slate Development Program	Buster Productions	100,000	Buster Productions
Slate Development Program	Cordell Jigsaw Productions Pty Ltd	84,000	CJZ Development
Slate Development Program	Fremantle Australia	100,000	Fremantle 2020 Slate
Slate Development Program	Matchbox Productions Pty Ltd	100,000	Matchbox Pictures Scripted Development Slate

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name
Slate Development Program	See-Saw Films	100,000	See-Saw Films Slate
Slate Development Program	Wildbear	41,068	WildBear Entertainment
Slate Development Program	Wooden Horse	89,983	Wooden Horse Slate Development
Festival Travel Grants	Blackfella Films Pty Ltd	2,500	Total Control
Festival Travel Grants	Boobook Media	2,500	Girl and Body
Festival Travel Grants	Dollhouse Pictures	5,000	Chlorine
Festival Travel Grants	Every Cloud Productions Pty Ltd	4,000	Miss Fisher
Festival Travel Grants	Every Cloud Productions Pty Ltd	4,000	Miss Fisher
Festival Travel Grants	Goalpost Pictures Australia Pty Ltd	5,000	I Am Woman
Festival Travel Grants	In-Between Pictures	2,000	Tomgirl
Festival Travel Grants	Jotz Productions	2,500	Miguelito
Festival Travel Grants	Lisa Majella Hoppe	2,500	H is for Happiness
Festival Travel Grants	Lotus Films Pty Ltd	3,000	Back Pedal
Festival Travel Grants	Ms Talia Zucker	2,500	Child
Festival Travel Grants	Night Kitchen Productions Pty Ltd	5,000	Hearts and Bones
Festival Travel Grants	Night Kitchen Productions Pty Ltd	5,000	Hearts and Bones
Festival Travel Grants	Porchlight Films Pty Ltd	2,500	True History of The Kelly Gang
Festival Travel Grants	Sheila Jayadev	2,500	Stateless
Market Travel Grants	A Stark Production Pty Ltd	2,500	#4 Under The Floor
Market Travel Grants	Bunya Productions Pty Ltd	2,500	Loveland
Market Travel Grants	Bunya Productions Pty Ltd	4,000	Strays
Market Travel Grants	CJZ	3,000	Filth
Market Travel Grants	Cornerstone Pictures Pty Ltd	3,000	Arrivederci
Market Travel Grants	Daniella Ortega	3,000	Carbon - An Unauthorised Biography
Market Travel Grants	Goalpost Pictures	2,500	Dark Victory
Market Travel Grants	Goalpost Pictures Australia Pty Ltd	5,000	The Sapphires Animation
Market Travel Grants	In Cahoots Creations	2,500	Welcome to OrphanCorp
Market Travel Grants	Jungle Entertainment	2,500	Burnt Snow
Market Travel Grants	Leitourgia Films	2,500	Friends & Strangers (Lucy Rennick)
Market Travel Grants	Leitourgia Films Pty Ltd	2,500	Friends & Strangers (Rebecca Lammond)
Market Travel Grants	Migration Films	2,900	Dog Box
Market Travel Grants	Ms Linda Micsko	2,500	The Sound of Light

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name
Market Travel Grants	See Pictures (Holdings) Pty Ltd	2,500	The Strays
Market Travel Grants	Serendipity Productions	3,500	I HUMAN
Market Travel Grants	Urban Myth Productions	2,500	The Good Muslim
Market Travel Grants	Whitefalk Films Pty Ltd	2,500	Babyteeth
Early Development Grants	Ambience Entertainment Pty Ltd	12,000	Drop Dead Weird Series 3
Early Development Grants	Aquarius Films	20,000	The Aviatrix
Early Development Grants	Beyond Entertainment Pty Ltd	12,600	Lifeblood
Early Development Grants	Bobcat Entertainment Pty Ltd	12,000	Superwog S2
Early Development Grants	Bunya Productions Pty Ltd	15,000	Minnie of Arabia
Early Development Grants	Bunya Productions Pty Ltd	15,000	Internal Affairs
Early Development Grants	Bunya Productions Pty Ltd	25,495	The Gap
Early Development Grants	Cheeky Little Media Pty Ltd	20,000	Vegeosaurs
Early Development Grants	Cheeky Little Media Pty Ltd	19,700	Rock Bottom
Early Development Grants	Cobbstar Productions Pty Ltd	13,000	The Servient
Early Development Grants	Courtney Botfield	25,000	Dream Boat
Early Development Grants	Crash House Productions	10,000	Dishlickers
Early Development Grants	Dan M Bennett Productions	13,146	Hope Springs
Early Development Grants	DBD Film Services Pty Ltd t/a Mischief Media	15,000	Caroline
Early Development Grants	Downwind Media	25,000	Riot Act
Early Development Grants	Dream Genie Pictures Pty Ltd	15,000	How Much Can a Polar Bear?
Early Development Grants	Easy Tiger Productions Pty Ltd	25,000	In Real Life (IRL)
Early Development Grants	Easy Tiger Productions Pty Ltd	15,000	Robber's Cave
Early Development Grants	Felicity Price	8,000	Out of Mind
Early Development Grants	FremantleMedia Australia Pty Ltd	15,000	The PM's Daughter
Early Development Grants	General Legends	25,000	Ulysses
Early Development Grants	Goalpost Television Pty Ltd	21,000	Glorious!
Early Development Grants	Goalpost Television Pty Ltd	35,000	Shelter
Early Development Grants	Goono	20,000	Locksmith
Early Development Grants	Hoodlum Active Pty Ltd	20,000	The Next One
Early Development Grants	I Am That	15,000	The Immersion Program
Early Development Grants	iKandy Films	30,000	My Khmer Heart
Early Development Grants	Jungle Entertainment Pty Ltd	29,080	The Hitchhiker
Early Development Grants	Lingo Pictures Pty Ltd	40,000	Prosper
Early Development Grants	Lune Media Pty Ltd	15,000	Australia on the Breadline: Surviving in Post-Corona Virus World

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name
Early Development Grants	Macgowan Films Pty Ltd	10,000	The Boat Builder
Early Development Grants	Made Up Stories Pty Ltd	25,000	The Last Anniversary
Early Development Grants	Mangrove Films Pty Ltd	15,000	I Feel Fine
Early Development Grants	Mint Pictures	7,500	Shifting Sands
Early Development Grants	Morgan Galen Healy	25,000	The Painter
Early Development Grants	Nicholas Price	14,000	Raw Blue
Early Development Grants	Northern Pictures Pty Ltd	12,000	Tom Weekly Versus ...
Early Development Grants	Porchlight Films Pty Ltd	30,000	Unstoppable Mary-Ellen Field
Early Development Grants	Rachael Louise Cooper	22,530	Centre of the Universe
Early Development Grants	Rhapsody Films Pty Ltd	15,853	Chance
Early Development Grants	Rhapsody Films Pty Ltd	17,000	Spooky
Early Development Grants	Roadshow Rough Diamond	30,000	Bump
Early Development Grants	SAM Content Pty Ltd	12,500	Australia on Holiday
Early Development Grants	SAM Content Pty Ltd	15,000	Money for Nothing
Early Development Grants	See Pictures (Holdings) Pty Ltd	44,000	The Strays
Early Development Grants	Serendipity Productions	12,000	Knowing the Score
Early Development Grants	SixtyFourSixty Pty Ltd	15,000	Spitfire
Early Development Grants	Studio B Animation Pty Ltd	25,000	Two weeks with the Queen
Early Development Grants	WBG Pty Ltd	20,000	Mirror Mirror
Advanced Development Grants	Bronte Pictures	25,000	Wyrnwood Apocalypse
Advanced Development Grants	Bunya Productions	20,565	Minnie of Arabia
Advanced Development Grants	Bunya Productions	22,000	Knightsbridge
Advanced Development Grants	Bunya Productions Pty Ltd	40,000	Flesh and Blood
Advanced Development Grants	Causeway Films HQ Pty Ltd	44,000	Puff
Advanced Development Grants	Co-Curious Ltd	44,400	Here Out West
Advanced Development Grants	Cordell Jigsaw Productions Pty Ltd	25,000	The Fair Way
Advanced Development Grants	Easy Tiger Productions	45,000	Dom & Adrian - Isolated
Advanced Development Grants	Felix Media Pty Ltd	20,000	A Cup of Tea
Advanced Development Grants	I Kandy Films Pty Ltd	50,000	Into the Night

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name
Advanced Development Grants	In Films Pty Ltd	45,000	Unbreakable
Advanced Development Grants	Jungle Entertainment Pty Ltd	30,000	Burnt Snow
Advanced Development Grants	Made Up Stories Pty Ltd	35,000	The Last Anniversary
Advanced Development Grants	Northern Pictures Pty Ltd	15,000	Little Bird
Advanced Development Grants	Revolver Films	11,500	Panyee
Advanced Development Grants	Subtext Pictures Pty Ltd	4,060	Grand Disasters
Advanced Development Grants	UNF Pty Ltd	25,200	Prison X - (The Devil & the Sun)
Production Finance	Blackfella Films Pty Ltd	50,000	Total Control Enhancement
Production Finance	Blackfella Films Pty Ltd	120,000	Dark Emu
Production Finance	Blackfella Films Pty Ltd	50,000	Jenny & Linda (working title)
Production Finance	Causeway Films HQ Pty Ltd	300,000	Puff
Production Finance	Easy Tiger Productions	100,000	A Dingo's Got My Baby. The Lindy Chamberlain Story
Production Finance	Essential Media & Entertainment Pty Ltd	40,000	The Fight Together
Production Finance	Every Cloud Productions Pty Ltd	800,000	Eden
Production Finance	Hackett Films Pty Ltd (trading as Studio Hackett)	15,000	Cooked
Production Finance	Hackett Films Pty Ltd (trading as Studio Hackett)	6,200	Cooked - enhancement
Production Finance	In Films Pty Ltd	60,000	Dark Arts
Production Finance	Jungle Entertainment	100,000	Democracy for Sale
Production Finance	Kalmedia Pty Ltd	50,000	Miriam Margolyes Almost Australian
Production Finance	Kindred Film Pty Ltd	75,000	Kindred
Production Finance	LIC Sealight Pty Ltd	80,000	Attenborough's Life in Colour
Production Finance	Lune Media Pty Ltd	50,000	Disposable Me
Production Finance	McAvoy Media	50,000	Teenage Boss Series 2
Production Finance	Media Stockade Two Pty Ltd	122,000	Back to Nature
Production Finance	Mint Pictures Pty Ltd	50,000	The Bowraville Murders (working title)
Production Finance	Ned Lander Media Pty Ltd	38,000	Little J & Big Cuz series 2 NSW Indigenous Language versions - 2 episodes
Production Finance	Northern Pictures	74,360	Strong Female Lead

Nature and purpose of grant	Name of organisation	Amount paid (\$)	Project name
Production Finance	Northern Pictures Pty Ltd	150,000	See What You Made Me Do
Production Finance	Northern Pictures Pty Ltd	264,200	Hardball
Production Finance	Playmaker Media Pty Ltd	700,000	First Born
Production Finance	Porchlight Films Pty Ltd	160,000	Preppers
Production Finance	Roadshow Productions Pty Ltd	550,000	Bump
Production Finance	Rush Films Pty Ltd	85,000	Under the Volcano
Production Finance	Rymer Childs Films Pty Ltd	25,000	Cancer Killers
Production Finance	See-Saw Productions Pty Ltd	339,681	The Unknown Man
Production Finance	Smith&Nasht	40,000	The Science of Success
Production Finance	Stranger Than Fiction Films	50,000	Australia in Colour Series 2
Production Finance	TDW LMJ Films Pty Ltd	750,000	The Drover's Wife: The Legend of Molly Johnson
Production Finance	TDW LMJ Films Pty Ltd	50,000	The Drover's Wife: The Legend of Molly Johnson - enhancement
Production Finance	WildBear Entertainment Pty Ltd	25,000	Come Fly With Me
Production Finance	Wintergarden Pictures Pty Ltd	7,500	Ding Dong I'm Gay
Regional Filming Fund Grants	Easy Tiger Productions Pty Ltd	100,000	Doctor Doctor season 5
Regional Filming Fund Grants	Endemol Shine Australia	100,000	RFDS Project (Royal Flying Doctor Service)
Regional Filming Fund Grants	Every Cloud Productions Pty Ltd	100,000	Eden
Regional Filming Fund Grants	Jungle Entertainment	100,000	Wakefield
Regional Filming Fund Grants	Media Stockade Two Pty Ltd	27,979	Back to Nature
Regional Filming Fund Grants	TDW LMJ Films Pty Ltd	100,000	The Drover's Wife: The Legend of Molly Johnson
Made in NSW TV Drama Fund	Aquarius Films Pty Ltd	310,000	The Unusual Suspects
Made in NSW TV Drama Fund	Easy Tiger Productions Pty Ltd	400,000	Doctor Doctor season 5
Made in NSW TV Drama Fund	Endemol Shine Australia	640,000	RFDS Project (Royal Flying Doctor Service)
Made in NSW TV Drama Fund	Goalpost Television Pty Ltd	150,000	New Gold Mountain
Made in NSW TV Drama Fund	Jungle Entertainment	550,000	Wakefield
Made in NSW TV Drama Fund	Jungle Entertainment	80,000	Wakefield - enhancement
Made in NSW TV Drama Fund	Screentime Pty Ltd	300,000	Informer 3838
Location Scouts and Inbounds	Playmaker Media	3,000	Location scouting for First Born

Heritage NSW

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Andrew Kirk	Funding towards emergency works at Fishwick House	11,000
Anglican Church Property	Funding towards repair works at the Holy Innocents Church building, Rossmore	20,000
Australian Institute of Architects	Funding towards Australian Institute of Architects Register of 20th Century Architecture & Heritage Program 2017-19	22,500
Australiana Pioneer Village Ltd	Funding towards the development of a Maintenance Plan for the Australiana Pioneer Village, Hawkesbury	16,000
Australiana Pioneer Village Ltd	Return of funds	-10,000
Board of Trustees Broken Hill Hall	Funding towards restoration of Trades Hall Roof	6,000
Brewarrina Local Aboriginal Land Council	Funding towards the cost of desilting and weed eradication at Brewarrina Fish Trap	10,000
Camperdown Cemetery Trust	Funding towards the cost of repairs to a damaged iron monument in Camperdown Cemetery	5,000
Collarenebri Local Aboriginal Land Council	Funding towards re-forming and resurfacing roadway to Collarenebri Aboriginal Cemetery	67,500
Convict Trail Project	Funding towards Great North Road Interpretation Update	15,000
Coonabarabran Local Aboriginal Land Council	Funding towards the upgrade of Burra Bee Dee	8,000
David Brazier	Funding towards Nubrygyn Inn roof conservation	38,000
Dunheved Pty Ltd	Funding towards urgent extermination of termites and replacement of damaged timbers	2,478
Dunheved Pty Ltd	Funding towards preservation of Stroud House	10,000
Fivedale Pty Ltd	Funding towards works to Scone Civic Theatre	50,000
HELM	Funding to a local community history project called 'Snapshots of the Past', Lake Macquarie	5,000
Hungry Point Reserve Trust	Funding towards maintenance and repair works to the Cronulla Fisheries Centre	42,500
Hungry Point Reserve Trust	Funding towards installation of Cronulla Fisheries Interpretive Signage at Hungry Point Reserve	17,500
Hunter Valley Training Co	Funding towards conservation and maintenance works to the Erecting Workshop and South Maitland Railway Coal Loader	37,500
Hunters Hill Trust Inc	Funding to the Heritage of Hunters Hill Project: digitised online resource, publication and oral histories	6,005
Ingrid King	Funding towards Purulia conservation and maintenance works	17,500
J R East & L East	Funding towards 'The Malachi' renewal project	40,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Jali Local Aboriginal Land Council	Funding towards the protection and promotion of Aboriginal Site of Significance, Ti Tree Lake - adjustment to be made in 2020-21	35,000
Jason King	Funding towards 'United We Stand: Strikes, Solidarity & Scabs in Broken Hill' Project	25,000
John Dunn	Funding towards exterior repairs, restoration and renovation of Dawesleigh	16,000
Ken Snowdon	Funding towards restoration work at Mountain View Homestead	30,000
Kerry Lee	Funding towards replacement of roof at Redstone (The Winter House)	26,400
Lady Denman Heritage Complex	Funding towards the Lady Denman Ferry Structural Assessment 2019, housed within the Jervis Bay Maritime Museum	4,250
Masonic Holdings Ltd	Funding towards repair works to the Maitland Masonic Centre	112,000
Milbrae Quarries Pty Ltd	Funding towards Koomaringa Management Plan	10,000
Milparinka Heritage & Tourism	Funding towards Albert Goldfields Mining Heritage Interpretation and Interactivity Project	25,000
Mingaan Aboriginal Corporation	Funding towards a management and conservation plan for Maiyingu Marragu (Blackfellows Hand) Aboriginal Place	10,000
Mingaan Aboriginal Corporation	Emergency works funding to rectify vandalism to Maiyingu Marragu (Blackfellows Hand)	9,000
National Aboriginal & Islander Skills Development Association Ltd	Funding towards a Community Engagement Program 2019 in NAISDA Dancing (Bungul) Ground and Living Learning Space	24,000
National Trust of Australia (NSW)	Funding towards a conservation management plan for Ahimsa Cheltnam	10,000
Oberon Council (as auspice for The Friends of the O'Connell Earth Buildings)	Funding towards restoration of Lindlegreen 1827 Cob Barn, O'Connell	75,000
Oberon Council (as auspice for The Friends of the O'Connell Earth Buildings)	Funding towards conservation management plan for Lindlegreen 1827 Cob Barn, O'Connell	10,000
Paakantji Mens Dance & Cultural Group	Funding towards Paaka Wiimpatja 'Strong Culture Big Welcome' project. Project later withdrawn - funds to be returned	25,000
Parish of Blayney	Emergency works funding for wall support and repair, Blayney Uniting Church, Blayney	5,000
Randwick Presbyterian Church	Funding towards reduction of water ingress and repair of damage at Randwick Presbyterian Church	55,000
Rookwood General Cemeteries Res.	Funding towards the Frazer Mausoleum at the Rookwood Necropolis - adjustment to be made in 2020-21	20,000
Romani Pastoral Company Pty Ltd	Funding towards conservation management plan for Windy Station Woolshed	10,000
St Johns Anglican Church	Funding to St John's Anglican Church roof and guttering repair, Newcastle	10,500

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Steam Tram and Railway Preservation (Co-op) Society	Funding towards trailer car rebuild	9,373
The Eryldene Trust	Funding towards Eryldene development of conservation management plan	14,000
The National Trust of Australia (NSW)	Funding towards Woodford Academy Heritage Interpretation Strategy Update	8,000
The Oaks Historical Society Inc	Funding towards scanning and digitization of 1,200 historic glass slides	5,000
The Project Zone Pty Ltd	Funding towards the 'History Here 2019' project - adjustment to be made to amount in 2020-21	50,000
The Trustee for Mo's Family Trust	Funding towards CML building upgrade	4,500
Trustee for The Snowy Mountains	Funding towards the development of a conservation management plan for Coppabella Blacksmith Shop, Stables and Burial Plot	10,000
Uniting Church of Australia - Pitt Street Parish	Funding towards a new conservation management plan for Pitt Street Uniting Church, Sydney	16,000
Uniting Church of Australia -Orange Parish	Funding for physical conservation works to Orange Uniting Church, Orange	50,000
Wonnarua Nation Aboriginal Corporation	Funding towards the preparation of a conservation heritage management plan for the Baiame Cave	25,000
Worimi Local Aboriginal Land Council	Funding towards a viewing platform and landscaping at Birubi Point Aboriginal Place Headland	32,000
Zig Zag Railway	Funding towards the preservation of stonework on the Great Zig Zag Railway	75,000



Shivamjani Lal, *Paiwaar*, 2019, installation view, 2019 NSW Visual Arts Emerging Fellowship, Artspace, Sydney, courtesy the artist. Photo: Zan Wimberley.

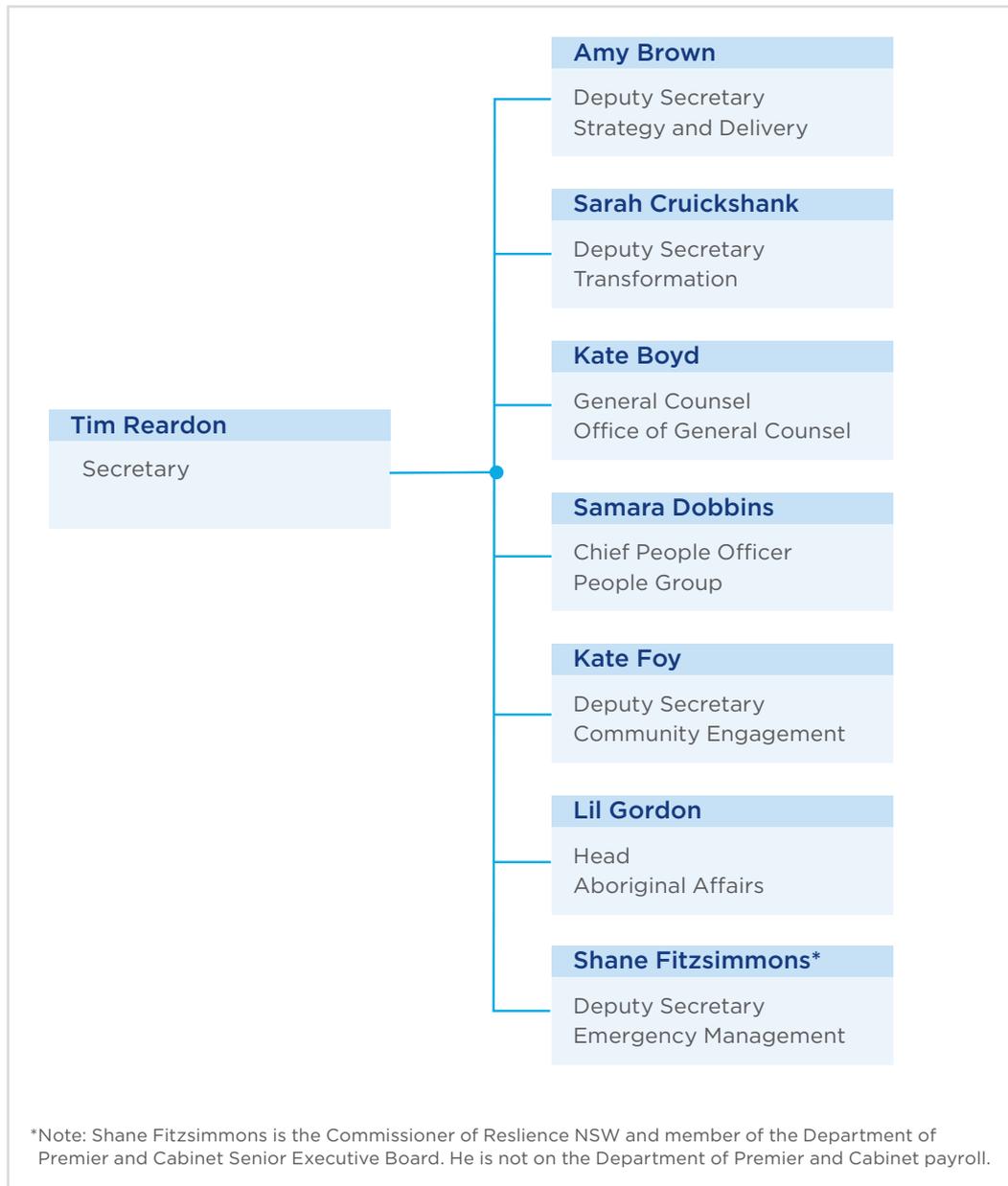
Human resources

Management and structure as of 30 June 2020

Name	Position	Qualification
Tim Reardon	Secretary	Bachelor of Technology (Engineering & Management) Graduate Certificate in Natural Resources Diploma of Engineering (Civil) Business Management Certificate, AIM Company Directors Diploma, AICD
Amy Brown	Deputy Secretary Strategy and Delivery	Bachelor of Social Sciences Bachelor of Law Graduate Certificate in Legal Practice Company Directors Diploma, AICD
Sarah Cruickshank	Deputy Secretary Transformation	Bachelor of Arts (History)
Kate Boyd	General Counsel Office of General Counsel	Bachelor of Arts Bachelor of Laws (Hons) Admitted as a legal practitioner of the Supreme Court of NSW Company Directors Diploma, AICD (in progress)
Samara Dobbins	Chief People Officer People Group	Bachelor of Arts (Industrial Relations) Graduate Diploma in Management Certificate in Governance and Risk Management
Kate Foy	Deputy Secretary Community and Engagement	Bachelor of Arts Executive Masters of Public Administration
Lil Gordon	Head Aboriginal Affairs	Bachelor of Education
Shane Fitzsimmons	Deputy Secretary Emergency Management	Master of Management Graduate Certificate in Applied Management Diploma of Management and Leadership Advanced Certificate in Management Graduate, Australian Institute of Company Directors (GAICD)

Senior executive

As at 30 June 2020



Human resources statistics as at 30 June 2020

Numbers and remuneration of senior executives.

The following table relates to the department's public service senior executive (PSSE) roles.

Public service senior executive statistics

Band	2018-19		2019-20	
	Female	Male	Female	Male
Band 4 (Secretary)	0	1	0	1
Band 3 (Deputy Secretary)	5	2	4	0
Band 2 (Executive Director)	10	8	11	10
Band 1 (Director)	36	21	40	20
Totals	51	32	55	31
		83		86

Note: Only includes executives occupying a role - excludes those on secondments, leave without pay and maternity leave.

Executive - average remuneration

	2018-19 (\$)	2019-20 (\$)
Band 4 (Secretary)	629,100	629,100
Band 3 (Deputy Secretary)	431,693	456,173
Band 2 (Executive Director)	293,438	297,587
Band 1 (Director)	232,351	215,039

Executive salaries represent 13.0% of overall salaries-related expenses for 2019-20 (23.9% for 2018-19).

Trends in the distribution of equal employment opportunity (EEO) groups

EEO group	Benchmark/ target	2018	2019	2020
Women	100	96	98	106
Aboriginal and Torres Strait Islander people	100	N/A	N/A	110
People whose first language spoken as a child was not English	100	94	95	93
People with disability	100	90	N/A	88
People with disability requiring work-related adjustment	100	N/A	N/A	N/A

Source: Workforce Profile Data

Note 1: A Distribution Index score of 100 indicates that the distribution of members of the workforce diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the workforce diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the workforce diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the workforce diversity group is less than 20 or when the number of other employees is less than 20. This is denoted on the table as N/A.

Staff profile by employment category

The following table shows the number of officers and employees the department employed by category over four years (excluding casuals).

	2017		2018		2019			2020		
	Men	Women	Men	Women	Men	Women	Non-binary	Men	Women	Non-binary
Permanent full-time	174	274	180	284	148	279	1	314	418	2
Permanent part-time	6	52	5	55	38	49	0	21	123	0
Temporary full-time	23	29	23	32	16	52	0	79	97	0
Temporary part-time	1	7	0	1	7	11	0	9	48	0
Contract - public service senior executive	36	42	34	43	36	46	0	33	53	0
Contract - non-public service senior executive	0	0	0	0	0	0	0	0	0	0
Training positions	0	0	0	0	0	0	0	0	0	0
Retained staff	0	0	0	0	0	0	0	0	0	0
Total	240	404	242	415	245	437	1	456	739	2

Legal

Legislation and legal change

Acts allocated to the Premier (as at 1 July 2019)

The Premier has the administration of the following Acts (except those marked with an asterisk). Where Acts are marked with an asterisk, the Premier has joint administration with the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts:

Australia Acts (Request) Act 1985 No 109

Barangaroo Delivery Authority Act 2009 No 2

Constitution Act 1902 No 32

Constitution Further Amendment (Referendum) Act 1930 No 2

Constitution (Legislative Council Reconstitution) Savings Act 1993 No 19

*Electoral Act 2017 No 66

*Electoral Funding Act 2018 No 20

Essential Services Act 1988 No 41, Parts 1 and 2

*Government Advertising Act 2011 No 35, jointly with the Minister for Customer Service

*Government Sector Employment Act 2013 No 40

Greater Sydney Commission Act 2015 No 57

Growth Centres (Development Corporations) Act 1974 No 49, insofar as it relates to the UrbanGrowth NSW Development Corporation

*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, section 9

Infrastructure NSW Act 2011 No 23

Interpretation Act 1987 No 15

*Law Enforcement Conduct Commission Act 2016 No 61

*Legislation Review Act 1987 No 165

*Lobbying of Government Officials Act 2011 No 5

Members of Parliament Staff Act 2013 No 41

Multicultural NSW Act 2000 No 77, jointly with the Minister for Sport, Multiculturalism, Seniors and Veterans

Mutual Recognition (New South Wales) Act 1992 No 61

*Ombudsman Act 1974 No 68

*Parliamentary Evidence Act 1901 No 43

*Parliamentary Precincts Act 1997 No 66

*Parliamentary Remuneration Act 1989 No 160

Public Finance and Audit Act 1983 No 152, sections 28, 28A, 29 and 30 and Schedule 1

*Public Interest Disclosures Act 1994 No 92

Royal Commissions Act 1923 No 29

Seat of Government Surrender Act 1909 No 14

Seat of Government Surrender Act 1915 No 9

*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 (except section 37B, the Treasurer)

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

*Subordinate Legislation Act 1989 No 146

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

**Acts allocated to the Special Minister of State,
Minister for the Public Service and Employee
Relations, Aboriginal Affairs, and the Arts
(as at 1 July 2019)**

Aboriginal Land Rights Act 1983 No 42

Aboriginal Languages Act 2017 No 51

Annual Holidays Act 1944 No 31

Art Gallery of New South Wales Act 1980 No 65

Australian Museum Trust Act 1975 No 95

Broken Hill Trades Hall Site Act of 1898 No 31

Coal Industry (Industrial Matters) Act 1946 No 44

Crown Land Management Act 2016 No 58, in so far as it relates to the Crown land known as Government House Sydney, reserve number 1037869

Electoral Act 2017 No 66, jointly with the Premier

Electoral Funding Act 2018 No 20, jointly with the Premier

Employment Protection Act 1982 No 122

Essential Services Act 1988 No 41 (except parts, the Premier)

Film and Television Industry Act 1988 No 18

Government Advertising Act 2011 No 35, jointly with the Premier and the Minister for Customer Service

Government Sector Employment Act 2013 No 40, jointly with the Premier

Heritage Act 1977 No 136

Historic Houses Act 1980 No 94

Independent Commission Against Corruption Act 1988 No 35, jointly with the Premier

Independent Commission Against Corruption (Commissioner) Act 1994 No 61, jointly with the Premier

Industrial Relations Act 1996 No 17 (except parts, the Attorney General, and Minister for the Prevention of Domestic Violence)

Industrial Relations Advisory Council Act 2010 No 76

Industrial Relations (Child Employment) Act 2006 No 96

Industrial Relations (Commonwealth Powers) Act 2009 No 115

Industrial Relations (Ethical Clothing Trades) Act 2001 No 128

Law Enforcement Conduct Commission Act 2016 No 61, jointly with the Premier

Legislation Review Act 1987 No 165, jointly with the Premier

Library Act 1939 No 40

Lobbying of Government Officials Act 2011 No 5, jointly with the Premier

Long Service Leave Act 1955 No 38

Long Service Leave (Metalliferous Mining Industry) Act 1963 No 48

Modern Slavery Act 2018 No 30

Museum of Applied Arts and Sciences Act 1945 No 31

National Parks and Wildlife Act 1974 No 80, Division 3 of Part 3 and Parts 6 and 6A, jointly with the Minister for Energy and Environment

National Trust of Australia (New South Wales) Act 1990 No 92

Norfolk Island Administration Act 2016 No 25

Ombudsman Act 1974 No 68, jointly with the Premier

Parliamentary Evidence Act 1901 No 43, jointly with the Premier

Parliamentary Precincts Act 1997 No 66, jointly with the Premier

Parliamentary Remuneration Act 1989 No 160, jointly with the Premier

Public Holidays Act 2010 No 115

Public Interest Disclosures Act 1994 No 92, jointly with the Premier

Senators' Elections Act 1903 No 9, jointly with the Premier

State Arms, Symbols and Emblems Act 2004 No 1, jointly with the Premier

State Records Act 1998 No 17

Statutory and Other Offices Remuneration Act 1975 (1976 No 4), jointly with the Premier

Subordinate Legislation Act 1989 No 146, jointly with the Premier

Sydney Opera House Trust Act 1961 No 9

New and amending legislation

New and amending legislation in the Premier's portfolio (Acts assented to during 2019–20)

Where Acts are marked with an asterisk, the Premier has joint administration with the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts

*Electoral Funding Amendment (Local Government Expenditure Caps) Act 2019 No 18

*Electoral Funding Amendment (Cash Donations) Act 2019 No 22

*Law Enforcement Conduct Commission Amendment Act 2020

Statute Law (Miscellaneous Provisions) Act (No 2) 2019 No 14

New and amending regulations in the Premier's portfolio (regulations made during 2019–20)

Where regulations are marked with an asterisk, the Premier has joint administration with the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts

Constitution (COVID-19 Emergency Measures) Regulation 2020

Statutory and Other Offices Remuneration (Judicial and Other Office Holders) Amendment (Temporary Wages Policy) Regulation 2020

*Parliamentary Remuneration Amendment Regulation 2019

New and amending regulations in the Special Minister of State's portfolio (regulations made during 2019–20)

Aboriginal Land Rights Amendment (Elections) Regulation 2019

Aboriginal Land Rights Amendment (Elections) Regulation (No 2) 2019

Film and Television Industry (Advisory Committee) Regulation 2019

Industrial Relations (General) Amendment (Fees) Regulation 2019

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