Dear Premier

I am pleased to enclose the 2001/02 Annual Report of the Premier’s Department for presentation to Parliament.

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

The role and responsibilities of the Premier’s Department during the year are outlined in the Report, as are the achievements against key result areas identified in the Department’s Corporate Plan.

The Department undertook numerous important activities during 2001/02. These included: coordination of whole-of-government initiatives to manage economic and social issues in regional and rural New South Wales; and providing leadership to the public sector in the implementation of integrated and electronic service delivery to ensure more effective services to the people of New South Wales.

Yours sincerely

C. Gellatly
Director General
October 2002
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PREMIER’S DEPARTMENT
REGIONAL COVERAGE

Regions and office locations
Central Coast
Hunter
Illawarra
New England/North West
North Coast
Riverina-Murray
South East
Western
Coastal Sydney
South West Sydney
Western Sydney
Gosford
Newcastle
Wollongong
Armidale
Coffs Harbour
Wagga Wagga
Queanbeyan
Dubbo
Sydney
Bankstown
Parramatta
Special staff for the Premier were first established in September 1907. The Premier at the time was Charles Wade, KC, Attorney General and Minister of Justice. The Premier’s Office was created as a branch of the Department of the Attorney General and of Justice.

From 1907 to 1914, the Under Secretary of the ministerial department in which the Premier’s Office was located, acted as Permanent Head of the Premier’s Office. They were the Under Secretary, Colonial Treasurer’s Department (1910/11), and Under Secretary, Colonial Secretary’s Office (1911/14).

In 1914, the Premier’s Department was set up as a separate department with a Secretary as Permanent Head. It was charged with business connected with:

- The two Houses of Parliament, including official publication of debate
- Foreign correspondence
- Correspondence with the Commonwealth, colonial and state governments, President of the Legislative Council and Speaker of the Legislative Assembly, foreign consuls, the Agent General, the Immigration and Tourist Bureau.

In 1924 the designation of the Permanent Head was changed from Secretary to Under Secretary and remained so until 1978 when it reverted to Secretary. The present title of Director-General was introduced in 1988.

Since 1914 there have been numerous variations in the structure and functions of the Department. The range of the Department’s responsibilities, including that of its Department Head, have increased substantially over the years.

By 1982/83 the Department and its responsibilities had increased substantially. Its major activities were grouped into three related categories:

- Functions directly related to the Premier. For example, functions for which the Premier is responsible as Head of Government or Chairman of Cabinet, and informal roles as Premier of the state.
- Functions traditionally and constitutionally associated with the Premier’s administration activities related to the Parliament, Government House, the state’s overseas offices, government ceremonial occasions, hospitality, and activities which come from the Premier’s capacity as Ministerial Head of the Public Service.
- Functions directly related to the Premier as a Minister of the Crown when administering specific portfolios in addition to his responsibilities as Premier.

In fulfilling these functions the Department was responsible for a number of diverse activities and organisations. These were in the areas of community relations, cultural activities, industrial development, promotion of overseas trade, policy formulation and monitoring the implementation of government proposals.

By 1984 the Department again increased its functions and they continued to generally fall into the above categories. After 1988 there were significant changes
to the State Public Sector which impacted on the structure and function of the Department and the introduction of the Public Sector Management Act 1988. For example, after the introduction of the Act, the Cabinet Office became a separate department, and the Public Service Board was abolished and replaced by the Office of Public Management. Chief and Senior Executive Officer positions were developed as contract positions. Other departments took over some of the activities related to industrial development and the state's overseas offices.

By 1990/91 the Department’s objectives were to:

- Assist the Premier in creating and developing an effective framework for the management of public resources
- Assist the Premier in improving the effectiveness and efficiency of public management
- Advise the Premier and the Government on the extent to which Government policies achieve their intended objectives
- Assist the Premier on selected and sensitive issues by providing advice based on leadership in planning, policy development, program and service coordination, monitoring and evaluation.

The present Government was elected in 1995. Again there were various reforms and restructures aimed at improving the efficiency and effectiveness of the Premier’s Department. Its current structure, role and objectives are contained in this report.
NSW PREMIER’S DEPARTMENT
CORPORATE FRAMEWORK 2001/02

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

Our Vision
NSW — a better place to live, work and do business.

Our Values
We value and have a commitment to:

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

Service commitment
We are responsive in the way we deliver our services.

No surprises
We anticipate issues and opportunities which will have an impact on our work, alert those people who will be affected and equip them to deal with them.

Fairness, diversity and social justice
We value diversity and treat each person with fairness and respect.

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

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

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

Our Strategy
Provide leadership and facilitation to enable individuals, public sector agencies, businesses and communities to make the most of the key challenges, opportunities and priorities.

Our Key Result Areas

Improve public sector performance

- Provide leadership and support to ensure that the public sector has the capacity and diversity to achieve better outcomes — particularly frontline service delivery improvements.
- Lead and encourage the sector to make the best use of information technology to promote access to services and whole-of-government approaches.
- Measure and review to improve performance.

Meet key challenges, opportunities and priorities

- Assist the Premier, Government and communities to make the most of key challenges, opportunities and priorities — financial prudence, job creation, social justice and environmental sustainability — by providing innovative project and issues management, recognising the particular needs of regional NSW.

Support the machinery of government

- Deliver policy, advisory and administrative services to support efficiency and continuity in state government administration.

Excel in people and resource management within Premier’s Department

- Ensure the Department’s staff is appropriately diverse, skilled and professional.
- Achieve quality outcomes by working in an equitable and collaborative way.
- Provide the resources, systems and infrastructure needed for staff to perform in an effective, informed and sustainable manner.
- Improve mechanisms to ensure all staff are informed and understand our business.
SENIOR MANAGEMENT STAFF

Department Head
Dr Col Gellatly, BAg Ec(Hons), M Comm(Hons), PhD
Director General

Public Sector Management Office
Robyn Kruk, BSc(Psych) MAdmin
Deputy Director General - till 14 June

Peter Loxton, BA
Acting Deputy Director General - from 17 June

Strategic Projects Division
Peter Loxton, BA
Assistant Director General - till 14 June

Paul Clark
Acting Assistant Director General - from 17 June

Review and Reform Division
Dr Elizabeth Coombs
BA (Hons), PhD, Grad Dip Mkt Mgt, Grad Dip Company Directors
Assistant Director General

Ministerial and Parliamentary Services
Brad Fitzmaurice, BA (Hons), MA (Hons)
Assistant Director General

State Administration Services
Les Quinnell
Assistant Director General

Office of the Director General
Alex Smith
Executive Director and Chief of Staff

Infrastructure Coordination Unit
Dr Bill Dunbar PhD
Executive Director

Office of the Director of Equal Opportunity in Public Employment
Carol Davies
Director

Centennial Park and Moore Park Trust
Peter Duncan
Director
HIGHLIGHTS OF THE YEAR

Public Sector Management Office

- Carried out an extensive review of the Public Sector Management Act 1988 in consultation with public sector agencies and unions, and developed the Public Sector Employment and Management Act 2002 (PSEM Act). The new Act replaces the 1988 Act with modern public sector management and employment legislation.
- With Strategic Projects Division, established a new approach to providing a single point of access and brokerage of natural resource management information and services in regional communities. Pilot Natural Resource Service Centres were established in Tamworth and Deniliquin.
- Developed an overarching policy framework to simplify and standardise grants administration in NSW.
- Worked in partnership with Department of Ageing, Disability and Homecare and Department of Community Services to establish a shared services network, NSW businesslink.
- Assisted 22 agencies develop 26 enterprise awards/agreements that provide conditions of employment that are relevant to the business of the agency to enhance performance and service delivery.
- Developed the Government’s strategic position and led the preparation of the Government’s submissions in response to the Public Service Association (PSA) claim under the Equal Remuneration Principle for public sector library workers and archivists with input from key agencies such as the State Library.
- The Workforce Management Centre registered a total of 223 displaced employees, of which 144 were placed in permanent positions, and 44 on temporary appointments or workplace trials.
- Facilitated the employment of 215 Aboriginal people across public sector agencies and local councils under the Aboriginal Employment in Practice Support Strategy, in partnership with the Department of Employment and Workplace Relations.
- A new contract for the delivery of a new National Public Sector Management Program was developed to commence on 1 July 2002. The new program will support the development of managers of the highest quality and competence – leaders able to manage risk, embrace change, focus on client services and add value by their creativity and imagination.
- Developed a strategic plan to outline and assist with implementation of new directions for the Spokeswomen’s Program over the next two years in partnership with public sector agencies.
- Provided advice on the preparation of regulations to ensure full members of First State Super receive compulsory employer contributions calculated on paid maternity leave, paid parental leave, paid adoption leave and workers compensation salary replacement benefits.
Strategic Projects Division

- The Redfern/Waterloo Partnership Project was established to respond to the needs of local young people and revitalise the area.
- The Community Solutions and Crime Prevention Strategy was commenced to develop local strategies to address priority social and economic issues facing targeted regional and metropolitan communities.
- Seventy Community Drug Action Teams were supported and innovative anti-drug information material was distributed to the community.
- The River Towns Project brought three tiers of government representatives, business and community together to build local capacity and address local issues in Walgett, Bourke, Brewarrina and Wilcannia.
- The Goulburn Youth Project successfully provided an integrated health and support service for youth in the town.
- Supported the Major Events Board in securing the Rugby World Cup 2003 and staging the Tennis Masters Cup November 2001.
- Managed the transfer of BHP land in the Hunter to Government to provide employment and conservation opportunities.
- Assisted the establishment of an education, research and associated business park at Brandon Park, Wollongong.
- Coordinated the Government’s response to the proposed Broken Hill Mine closure and its subsequent purchase by Perilya.
- The Migration Heritage Centre launched a self-drive cultural tour of Fairfield and Sydney CBD walking tours.
- The innovative Youth Partnership with Arabic speaking communities established a model partnership that involved community, government agencies and young people.

Review and Reform Division

- The three year OH&S strategy was completed and savings of $53 million per annum in Workers Compensation Deposit premiums were achieved across the NSW public sector.
- The Electronic Self Service (ESS) initiative gained momentum. The 18 funded agencies, including the Department of Public Works and Services’ Central Corporate Services Unit with numerous client agencies, are well advanced in their ESS implementation.
- The pilot for an online Expert System applied to the Public Sector was developed and tested in three agencies.
- Six Performance Reviews involving eight budget program areas are being undertaken or have been completed. In addition, a special review has been completed of the Asbestos Diseases Research Institute proposal and a review of the Community Drug Action Strategy commenced.
- The implementation of shared corporate services for the general government sector expected to yield significant efficiency and effectiveness gains over the next three years.
Ministerial and Parliamentary Services

- Reviews were undertaken to confirm the adequacy and effectiveness of internal systems and practices operating in Ministers’ offices
- Efficient coordination and establishment of Ministers’ office locations, budgets and staffing following the June 2001 budget, including adjustments as a result of changes to the make up of the cabinet in the latter part of 2001
- Conduct Guidelines were issued for members of boards and committees in December 2001
- The Transport Services Branch provided high quality transport services for the Governor, the Premier, Leaders of the Opposition, Ministers and other VIPs during the year including the Prime Minister of Thailand, the President of Greece and numerous ambassadors from foreign governments
- Responded to a significant increase in requests for advice and assistance by public sector agencies and local government on the administration of the Freedom of Information (FOI) legislation.

State Administration Services

Protocol

- The Office of Protocol coordinated and managed 355 events during the last year
- 73 State Hospitality functions were arranged together with numerous conferences, meetings and functions for other agencies
- The Office of Protocol coordinated the planning and conduct of over 15 major visits by Heads of State, Heads of Government and numerous guests of government
- Official visits were coordinated for numerous ministers from New Zealand, Japan, Sri Lanka, Canada, Germany, China, Greece, Indonesia, Turkey, India, Iran, Italy, Malaysia and Argentina
- Diplomatic visits were coordinated for the High Commissioners for South Africa, Singapore and Cyprus together with Ambassadors of Japan, Italy, Finland, Turkey, Greece, Cambodia and Eritrea
- The Office of Protocol and the Royal Australian Navy coordinated official calls by commanders of visiting naval ships from Chile, United States, France and the United Kingdom.

Office of the Governor

- The Governor held two investiture ceremonies involving presentation of honours and awards at Government House. The investitures included the Order of Australia and a number of service and bravery awards
- The Governor led the ANZAC Day March in Sydney and other remembrances, representing the people of New South Wales
- The Governor undertook four visits to country and rural locations and attended and hosted a number of functions for various organisations throughout the year
- The Governor is patron of 242 organisations. The previous governor is co-patron of some of these organisations and patron of organisations in his own right
• Her Excellency received a number of courtesy calls from Heads of State, Ambassadors and Foreign Ministers as well as incoming and outgoing members of the Consular Corps.

Government Actuary
• Superannuation advice was provided to the Premier’s Department, the Superannuation Administration Corporation, Trustees of the Parliamentary Contributory Superannuation Fund, the Attorney-General’s Department and Northern Territory Superannuation Office
• Advice on workers compensation and other insurance matters was provided to Premier’s Department, the Audit Office and the Northern Territory public sector
• Financial Condition Reports were prepared for three friendly societies and advice was provided on rule changes, demutualisation and health insurance. Advice on Funeral Funds was provided to the Department of Fair Trading.
• Advice on long service leave and other employee entitlements was provided to the Building and Construction Industry LSL Board, the ACT long service leave boards, the Treasury, Country Energy, Sydney Catchment Authority and Energy Australia.

Disaster Response and Special Services
• The Office was responsible for the provision of policy advice to the Premier in relation to major emergencies and natural disasters including crisis management and ensuring the state can meet its commitment under the joint Commonwealth and NSW arrangements to resolve any acts of politically motivated violence in NSW
• The Office represented the Department on the State Emergency Management Committee, the Standing Advisory Committee for Protection Against Violence (SAC-PAV) and various sub-groups of these committees.

Community Projects and Management Services
• The Premier announced a major NSW celebration to commemorate the 30th anniversary of Australia’s diplomatic recognition of the People’s Republic of China. A Steering Committee and Working Group was set up to mark the anniversary. The Working Group includes significant members of the Australian-Chinese community and has planned a number of important activities. A Calendar of Events which highlights a number of these activities is available on the Community Relations Commission website: www.crc.nsw.gov.au
• The NSW/Vic Cross Border Anomalies Committee continued its operation to resolve issues impacting on the border communities and businesses of NSW and Victoria. The Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001 was passed in both states and commenced in NSW on 1 December 2001. The Act standardised boating safety legislation on the two lakes
• A NSW survey of agencies in April 2002 identified continued cooperation in environmental protection and research projects, regional economic development projects, emergency services and arts. Transport and education issues are priority areas of concern
• Considerable progress was made with a Health Agreement between NSW and Victoria funding the servicing needs of admitted and non-admitted patients along the border. The NSW and Victorian ministers signed an agreement for the transfer of forensic mental health patients between the states early in 2002
• The Premier and President of the New South Wales RSL launched the Register of War Memorials in New South Wales in April 2002. The Register is located at www.warmemorialsnsw.asn.au
• Premier’s Department chairs a committee to ensure that combined resources of the Department of Education and Training, State Library of New South Wales, local councils, and the RSL are focused in photographing and recording war memorials in New South Wales.

Infrastructure Coordination Unit

• Release by the Premier of the Working with Government policy, guidelines and emerging opportunities for Privately Financed Projects (PFP) in November 2001
• Secured the Information and Communications Technology (ICT) Centre of Excellence for NSW
• Preparation of the first State Infrastructure Plan – to be released in 2002/03
• Establishment of the NSW Infrastructure Council as a peak forum for achieving a public/private partnership approach to strategic infrastructure issues
• Leading a whole-of-government approach to the development of Moorebank Technology Park.

Office of the Director of Equal Opportunity in Public Employment

Partnerships

The Office has established a number of innovative funding and working partnerships to leverage available funds and strengthen workforce diversity within the Public Sector. These include with:

• The NSW Motor Accidents Authority, the NSW Public Trustee and the NSW Department of Education and Training in the Traineeships for People with a Disability Program delivering 37 trainees being recruited during the year
• The Commonwealth Department of Employment and Workplace Relations in the Aboriginal and Torres Strait Islander Cadetships Program delivering 30 cadets in its initial year of operation
• The Departments of Information Technology and Management, Education and Training, Premiers and Women to re-skill employees for information and communication technology careers
• The University of Western Sydney to research recognition of prior learning models to assist migrants in gaining employment
Charles Sturt University, Wollongong, Newcastle and UTS for an online, self-paced learning program, on equal employment opportunity principles, policy and practice for university staff.

**Using technology to enhance performance and customer service**

Initiatives include:
- Partnership in the online NSW Government recruitment website [jobs.nsw.gov.au](http://jobs.nsw.gov.au)
- An electronic refresher training course on merit selection techniques
- Continuing enhancements to the Office website
- Online statistical reporting through the NSW Government Workforce Profile, dispensing with separate statistical reporting to this Office.

**Centennial Park and Moore Park Trust**

- The Trust completed works on the restoration/re-establishment of the Federation Way and Gate and the Avenue of Nations projects, as part of the $10m Commonwealth Government Federation Funding
- The Master Plan for Moore Park South area has been completed. The implementation of the plan enables the Trust to address the diverse leisure and recreational needs of the community and strengthens the resource base of the Trust
- The Centennial Parklands Transport, Access and Parking Plan has been completed. The plan aims to minimise the impact of vehicles on the parklands and improve accessibility, maximising visitors’ experience
- This year ranger-guided education and interpretation programs provided quality service to over 6000 participants, increasing awareness of the natural and cultural heritage of Centennial Parklands.
PUBLIC SECTOR MANAGEMENT OFFICE

Purpose

The Public Sector Management Office (PSMO) supports the NSW public sector to deliver the Government’s objectives through leadership and advice on reform and productive employee relations.

The PSMO provides strategic advice on public sector reform and assists agencies in resolving complex management and employee relations issues. The PSMO also provides advice to the NSW Government, through the Director General, in the statutory role as employer of public servants for industrial purposes.

The PSMO comprises two divisions: Strategic Policy and Reform (SP&R) and Employee Relations (ER).

Targets

- Develop a legislative and employment framework that promotes a more effective and professional public sector that reflects contemporary standards
- Lead changes to strategic and structural improvements in Government service delivery including managing issues of governance
- Accelerate a range of initiatives to assist agencies in successfully implementing relocations and restructures including minimising the impact on displaced staff
- Improve grant program administration and management initiatives to commence during the following year after consultations with affected government agencies and the non-government sector
- Formulate appropriate government superannuation responses to regulatory, industrial, economic and other developments in conjunction with stakeholders
- Manage implementation of the Aboriginal Employment in Practice Program across public, private and community sectors
- Develop working arrangements to facilitate delivery of Government services utilising information technology to improve access and efficiency.

Our Performance

The new Act achieves the Government’s objective of providing a legislative and employment framework to promote a more effective and professional public sector that reflects contemporary standards.

Reforms in the Act include: introducing a streamlined disciplinary scheme for Public Service staff; facilitating the movement of staff across the whole of the public sector on both a temporary and permanent basis; providing for employment on a temporary basis for up to 3 years; providing for the employment of casuals and streamlining appointment and termination processes.

Strategies were developed to support the achievement of productivity and efficiency improvements within the framework of the public sector salary arrangement. The strategies include the establishment of a taskforce and acceleration of three whole-of-government initiatives: shared corporate services, procurement and information, and communication and technology initiatives.

The delivery of three leadership and management development programs continued to be managed successfully by PSMO:

- The Management Development Program for Aboriginal People in the Public Sector (MDPA) achieved Diploma in Government (Management) accreditation. The 2002 MDPA commenced in June 2002 with 15 participants representing 11 public sector agencies. Approximately 50% of participants are from regional NSW whilst 70% are Aboriginal women.
- The Public Sector Management Course (PSMC) offering a Graduate Certificate in Management of Public Sector Management provided 141 public sector managers in 2001/02 with the opportunity to develop management skills relevant to the public sector in an increasingly competitive environment. The course was conducted in Sydney, Parramatta, Newcastle and Orange.
- A new contract for the delivery of a new National Public Sector Management Program is to commence on 1 July 2002. The new program will support the development of managers of the highest quality and competence – leaders able to manage risk, embrace change, focus on client services and add value by their creativity and imagination.
- Three Executive Development Programs (EDP) based on leadership capabilities, a personal development plan and a teamwork project were conducted with 62 participants. EDP is a 10 month leadership program for senior managers and executives interested in developing their career at senior executive levels in the NSW Public Sector.

PSMO continued to support NSW representation to the Strategic Public Sector Leaders’ Summits Program established by the Public Service Commissioners of Australia and New Zealand. In 2001/02 three delegates attended from NSW jointly sponsored by Premier’s Department and the delegate’s agency. Delegates gained a better appreciation of governance and accountability issues and the global context in which public sector leadership operates.

The PSMO managed sector-wide pay and conditions claims and assisted individual agencies with significant claims within the framework established by the Government Wages Policy.
The PSMO developed the Government’s strategic position and led the preparation of submissions from the Government in response to the PSA claim under the Equal Remuneration Principle for public sector library workers and archivists. Key agencies such as the State Library were consulted and provided valuable input.

The review of 283 awards was finalised as required by section 19 of the Industrial Relations Act 1996 to ensure the awards and the provisions of the awards are current and relevant to contemporary workplaces. The review resulted in 154 obsolete awards being rescinded.

Twenty-two agencies were assisted in the development of 26 enterprise awards and agreements that provide conditions of employment relevant to the business of the agency and which enhance performance and service delivery.

Development commenced of a Major Events Award, modelled on the Olympics Reassignment Award, to cover the working conditions for public sector employees ‘seconded’ to assist in the organisation and staging of major events in NSW such as the Gay Games in November 2002 and the Rugby World Cup in 2003.

CEO recruitment activities for the public sector were coordinated, including renewal and appointment processes for CEOs.

PSMO worked in partnership with Department of Ageing, Disability and Homecare and Department of Community Services to establish a shared services network, NSW businesslink.

The Department established a new approach to providing a single point of access and brokerage of natural resource management information and services in regional communities. Implementation models in Tamworth and Deniliquin were completed.

A salary package was introduced for non-SES staff including arrangements for the outsourcing of administrative services.

PSMO worked with Resource NSW to facilitate the establishment of the new organisation and assisted with staffing arrangements including negotiating an enterprise award.

PSMO had a leading role in negotiating and achieving in principle agreement for new death and disability benefit arrangements for fire fighters. These arrangements provide both on and off duty cover for permanent and retained fire fighters and are in the form of pensions and lump sum payments. The benefits are jointly funded by the employer and employees.

PSMO assisted with the employee relations aspects of the devolution of large residential centres to the non-government sector under the new model of care for clients.

Assistance and advice were provided on the employee, industrial relations and superannuation aspects of the sale of Freightcorp and the impending sale of Pacific Power.
The Workforce Management Centre (WMC) registered a total of 223 displaced employees, of which 144 were placed in permanent positions, and 44 on temporary appointments or workplace trials.

WMC assisted agencies and employees undergoing organisational change and relocation. This work involved providing strategic advice on voluntary redundancy, managing displaced employees, communication strategies and negotiating employee entitlement packages.

PSMO developed an overarching policy framework to simplify and standardise grants administration in NSW. The framework is currently being negotiated with the non-government sector and includes a standard application form and simple grant application guidelines.

PSMO assisted the Special Minister of State in the carriage of the Superannuation Legislation Amendment (Miscellaneous) Act 2001.

PSMO provided advice on the preparation of regulations to ensure full members of First State Super receive compulsory employer contributions calculated on paid maternity leave, paid parental leave, paid adoption leave and workers compensation salary replacement benefits.

The employment of 215 Aboriginal people was facilitated across public sector agencies and local councils under the Aboriginal Employment in Practice Support Strategy, in partnership with the Department of Employment and Workplace Relations.

In partnership with the Department of Housing, PSMO established the South East Region Aboriginal Traineeship Program. Under the Program, eight Aboriginal people were employed in public sector agencies in the Queanbeyan area and are supported by an Aboriginal mentor.

PSMO commenced work with Select Australasia to increase the number of Aboriginal people being placed in public and private sector jobs on a temporary basis. After only two months of work, three young Aboriginal people were placed in both private and public sector positions, with two people achieving permanent appointment.

PSMO in partnership with the Department of Transport worked to develop a strategy to employ 20 Aboriginal people in public and private transport organisations across NSW.

The PSMO worked with the Office of Information Technology to identify significant e-government initiatives being undertaken by the NSW public sector to improve service delivery to the community.

The Premier's Public Sector Awards Program was conducted for the sixth year, attracting 138 quality nominations from 52 agencies across NSW. There are six categories for the awards:

- Economy and the environment
- Service delivery
• Services to regional/rural NSW
• Social justice and workforce diversity
• Promotion of ethics
• Best practice in Internet use.

The Travelling Fellowships in Public Sector Management Program was conducted in partnership with the State Government Employees (SGE) Credit Union. Four fellowships of $6,000 were awarded to provide officers with an opportunity to study innovative practices contributing to improved public administration in NSW.

As part of the Mongolian Government Capacity Building Program, PSMO designed and delivered a three-month work-placement program for two senior Mongolian public officials. The program enhanced the human resource management capacity of the participants by providing practical advice and on-the-job training relating to the workforce policies and practices of the NSW State Government. Discussions were also held with Commonwealth and Victorian Government central agencies regarding their recruitment and performance-based remuneration policies.

PSMO in conjunction with the Spokeswomen’s Program Management Committee, reviewed and upgraded systems which support the Spokeswomen’s Program, to enhance operation of state-wide administrative functions and learning and development activities. A strategic plan was developed to outline and assist with the implementation of new directions for the Spokeswomen’s Program over the next two years in partnership with public sector agencies.

**Future Challenges**

• Develop policies to address emerging public sector management issues, including work and family issues, appropriate Internet and email access; and the Workforce Planning Strategy to identify and promote improved recruitment and retention of skilled people, particularly in rural and regional NSW
• Develop policy and implement guidelines for non-SES salary packaging arrangements in conjunction with review of SES packaging
• Review public service classification and grading policy and practices
• Provide public sector management and industrial relations advisory service with easily accessible information
• Develop guidelines and conduct seminars to support implementation of new Public Sector Employment and Management Act 2002
• Continue work with agencies to develop savings initiatives to support the framework of the Public Sector salaries arrangement and support implementation of the whole-of-government procurement, shared corporate services, and information and communication technology
• Ensure public sector superannuation schemes reflect and support the Government’s social policy objectives
• Revise the public sector wages policy including enterprise bargaining arrangements
Provide government with strategic advice on key public sector wide employer and industrial issues, such as nurses’ pay claim, and Department of Community Services devolution of Residential Care Centres and PacPower

Develop guidelines to address public employment and data sharing issues arising from the privacy legislation

Lead implementation of the Aboriginal Employment in Practice policy and undertake other policy and program initiatives to improve Aboriginal people’s economic and social well being, and undertake initiatives to improve economic and social outcomes of Aboriginal people in NSW

Develop frameworks for sector realignments, agency restructures and agency relocations, as well as management of displaced employees in accordance with government policy

Address public sector management and employee relations issues associated with public/private sector partnerships as they arise

Implement the new Operational and Strategic Plan for the Spokeswomen’s Program

Develop a NSW Public Sector framework for management of intellectual property

Implement revised National Public Sector Management Course

Contribute to whole-of-government leadership, coordination and management of e-government.
STRATEGIC PROJECTS DIVISION

Purpose

The Strategic Projects Division (SPD) leads and facilitates whole-of-government and community efforts to deliver tangible and sustainable social, environmental and economic benefits for the people of New South Wales.

Targets

- Sustainable economic, environmental and social benefits of strategic projects for communities in NSW by fostering partnership with the public, private and community sectors
- Inter-agency collaboration to achieve government objectives through regional coordination and integrated service delivery; strengthening local communities’ strategies; initiatives in places and locations; community-based drug strategies and improved local service delivery to meet local needs
- Strategies that promote economic and environmentally sustainable outcomes and create new jobs, business opportunities, investment and infrastructure development in NSW
- Major event proposals that have demonstrable social, economic, sporting and/or cultural benefits for the State
- E-government initiatives to transform and improve the efficiency of the way government operates; enhance delivery of government services to business, consumers and the wider community; and use technology for the benefit of the people of NSW.

Our Performance

The Division is committed to improving outcomes and building stronger and safer communities. A number of projects managed by the Division specifically target social development and the environment in collaboration with the community, business and other government agencies.

Cabramatta was one of fifteen ‘Place Management’ projects operating in urban and rural locations. During the year staff serviced the Cabramatta Reference Group, facilitated local problem solving on operational matters and evaluated cross-agency projects undertaken. They were actively involved in the Cabramatta Anti-Drug Strategy.

The Redfern/Waterloo Partnership Project focuses on the needs of young people in the area with initiatives such as the Street Team to work with young people and children who are at risk; enhanced funding for non-government youth services and the establishment of a Youth Intervention and Development Program. The
project also developed a Master Plan for Redfern, Eveleigh and Darlington precincts to support the redevelopment of the Block and Redfern Station as well as the economic revitalisation of the shopping areas.

Key achievements of **The Youth Partnership with Arabic speaking communities** were:

- Deployment of six Arabic speaking Youth Liaison Teams in Bankstown, Parramatta, Liverpool, Auburn and Darling Harbour
- Active participation of young people in a wide range of sporting and recreation activities, clinics and leadership training
- Production of a parenting magazine in English and Arabic to provide parents information on positive parenting. A Parent Education Network and an Arabic telephone information service supported the magazine.

The **Strengthening Local Communities Strategy** supports the Place Management projects and includes funding assistance to several important local community projects, such as the Minto-Campbelltown Community Bank feasibility study and the Illawarra Forum Management and Support Training Service for small non-profit organisations.

Under the **Community Solutions and Crime Prevention Strategy**, the Division worked together with key human service and justice agencies; communities; non-government organisations (NGOs) and Local Government to identify strategies to address priority social issues. These include crime prevention and economic issues facing targeted metropolitan and regional communities. The communities targeted by the strategy were: Redfern/Waterloo; Brewarrina; Nowra; Port Kembla, Wentworth, Coffs Harbour, Mt Druitt, 2168 (Miller); and Bourke. A number of existing initiatives and place projects were extended and include: Moree; Canterbury-Bankstown; Windale; Booragul-Bolton Point; the Youth Partnerships with Arabic Speaking Communities and the Sexual Assault Education in Aboriginal Communities of Taree. The strategy also enabled work with task forces in Kempsey; Kings Cross/Woolloomooloo; Mt Druitt and Wyong.

**The Drug Community Action Strategy (DCAS) and the Community Drug Information Strategy (CDIS)** are two major initiatives under the NSW Government’s Plan of Action on Drugs and are managed by the Division.

DCAS staff facilitated 70 local Community Drug Action Teams (CDAT). These teams enabled collaborative agency and community action on illicit drugs at regional and local levels. Over 60 grants were made to CDATs across the state to facilitate community action. Much activity took place during Drug Action Week in June 2002. An exhibition of community action took place in Parliament House to showcase activity across the state.

CDIS produced and widely distributed important drug information resources for individuals, families and CDATs. These included newsletters, information sheets, the Family Drug Information Kit’s **Smart Z-Card** for young people and the **Working with the Media Guide**. Drug Information at Your Local Libraries Project (DI@YLL), a project with the State Library commenced to make libraries across NSW access points for information on taking action against drugs.
The Division was the secretariat for the NSW Advisory Committee for the United Nations International Year of Volunteers 2001 (IYV) and managed the Premier’s Awards for Active Citizenship. Over 70 community organisations and local councils were funded to support the staging of Volunteer Expos.

The Migration Heritage Centre (MHC) launched the following significant projects: the MHC website; Tune into Fairfield, a self-drive tour of community and religious architecture in the Fairfield LGA; ‘Generate’, a report recording and commenting on the popular culture of migrant youth in Western Sydney; ‘Crossroads – the Jews of Shanghai’ a multi-venue exhibition which preserved post World War II oral histories in Sydney and archival material; CBD Tours – six multi-theme school based walking tours in Sydney’s CBD, and ‘Cultureworks – migration and working life’ an examination of industrial migration heritage.

The Division maintained the www.communitybuilders.nsw.gov.au website. In 2001/02, the site received over six million hits. The website is a comprehensive repository of information on community capacity building and associated information.

Responsibility for Youth Week was transferred from the Department of Education and Training to the NSW Premier’s Department during the year. Youth Week 2002 saw 146 local councils participating and around 1500 events and activities taking place throughout the state.

The Division was responsible for the Youth Partnership Initiative. It used contributions from a range of government agencies to broker funds for innovative partnerships to address key youth issues such as jobs, safety and participation.

The Division is committed to economic and environmental sustainable outcomes. Projects to achieve these outcomes are managed through 11 offices across metropolitan and regional New South Wales. This regional interface facilitates a responsive network for the strategic management of projects and issues.

The Division’s Regional Coordinators worked with local Regional Coordination Management Groups (RCMG) comprising senior representatives from state government in the area to manage over 350 projects across regional NSW.

In response to the population growth and employment issues in the region, the Central Coast Moving Forward Project brought together state and local governments and engaged the community in developing strategies to create jobs and maintain the region’s lifestyle and environment.

The two-year River Towns Project commenced which focuses on the river towns of Walgett, Brewarrina, Bourke and Wilcannia. State, federal and local government agencies, business and communities are working together to respond to issues that impact on community health, wellbeing, and economic development.

The Cross-Border Project for NSW and Victorian communities initiative was established to improve service delivery in NSW communities along the Murray River on the NSW Victorian borders. The project is responding to concerns raised by agencies, local governments, advisory committees, communities and businesses relating to the impacts on policy, licensing and service delivery differences between NSW and Victoria.
The Goulburn Youth Project integrated health and support service delivery for young people in Goulburn. It provides and coordinates recreational, community education, health and support services in a youth-friendly setting.

The Information, Technology and Training Forum (IT&T) aimed at accelerating improvements in IT&T infrastructure on the North Coast. The forum provided regional professional support for IT managers and specialists and delivered cost savings through avoiding duplication of investments by participating agencies.

The Brandon Park Redevelopment initiative involved the re-use of an under-utilised existing sporting complex for regional development purposes through establishment of an education, research and related business park (known as the Wollongong Innovation Campus). The project provides a flagship for the designation by the NSW Government for the Illawarra as the ICT Centre of Excellence for NSW.

The Division managed the transfer of BHP’s major land holdings in the Hunter to the state government. This land has the ability to provide good employment outcomes and conservation outcomes for the future growth of the Hunter Region.

The Community Link & Information Access Centre project will improve service and information delivery for the small rural communities of Pilliga/Gwabegar and Toomelah/Boggabilla. The particular service model will enable integrated service delivery to remote locations, e.g. shared travel, peer support and better integrated case management.

Metropolitan regional offices were involved in a wide range of projects covering urban renewal, remediation, infrastructure and development, such as the Parramatta Government Property Strategy Project Control Group, Penrith Lakes Scheme Development and Implementation of the Parramatta Regional Environmental Plan (REP).

The Office of Regional Communities, situated in Orange and Sydney managed the Regional and Rural Miscellaneous Grants Fund. The fund provides direct government support for small scale, local initiatives that have immediate and tangible community benefit. Since 1999 funds have been allocated to over 80 communities.

Natural Resources Service Centres is a project to trial one-stop shops that provide a wide range of advice and assistance on natural resources management. Pilot centres are being developed in Deniliquin, Tamworth and Maclean.

The Division continued to support the Regional Communities Consultative Council (RCCC). The RCCC provides advice on rural and regional policies and services; recommends initiatives to advance social, economic and environmental development; and consults with rural and regional communities regarding community issues, solutions and opportunities.

The Division was involved in a joint project with the NSW Film and Television Office, to provide a positive environment for film production for NSW by amalgamating arrangements between NSW Government Agencies and film producers.
The Division was involved in The Graffiti at Large: Local Issues – Local Solutions Conference which focused on best practice approaches to graffiti prevention and remediation.

The Division was involved with developing a Strategy for Major Venues. This strategy will examine models for the best utilisation of major venues in Sydney and nearby regions for the benefit of NSW.

SPD also supported the Major Events Board in securing the Rugby World Cup 2003 and staging of the Tennis Masters Cup November 2001.

The Division maintained the Department’s involvement on the e-Government committee to monitor and report on public sector policies and programs to ensure that NSW is a leader in information and communication technologies. It played a key role in the development of whole-of-government initiatives such as the NSW Telecommunications Strategy: Broadband for an Information Society and the development of a new policy and directions statement, The Connected State: e-Government for the Information Society.

The Development Projects Unit (DPU) was established in November 2001 to co-ordinate the facilitation of major development projects in the state, particularly in the Hunter. The Unit provides services which focus on the whole-of-government co-ordination of major business, investment, environmental and infrastructure activities across the state.

The Unit has worked closely with the Steel Industry Steering Committee to assist in providing environmental and economic outcomes for the Hunter. Opportunities have arisen from the move of BHP from Newcastle and the interest by Austeel, Protech Steel and Hunter Specialty Steel to establish steel mill developments in Newcastle and the Hunter region.

**Future Challenges**

- Develop innovative solutions that offer added value to whole-of-government operations, particularly in relation to balancing and integrating social, economic and environmental considerations
- Provide support to key human services, justice and other agencies to enable an effective response to priority community and crime prevention issues across New South Wales
- Develop and sustain effective working relations with key community stakeholders in the development of local strategies to address local issues
- Increase the Division’s support of leadership programs, community capacity building initiatives and corporate social responsibility in order to strengthen communities
- Provide leadership on issues relating to integrated governance
- Facilitate a more strategic approach to service delivery by government agencies in regional areas
- Facilitate and coordinate interactions between the New South Wales and Commonwealth Governments to reduce the scope for delays and other cost impediments related to investment in New South Wales
- Provide timely, effective, cross-agency coordination for major employment and environmental projects being pursued in New South Wales.
REVIEW AND REFORM DIVISION

Purpose

The Review and Reform Division reviews, measures and reports on public sector performance, and develops reform initiatives to improve quality and value for money. The Division is charged with meeting NSW government objectives in three key areas of public sector management:

- **Performance Measurement**: in all budget dependant policy areas
- **Performance Review**: of the appropriateness, prudence, efficiency and effectiveness of budget funded programs
- **Performance Improvement**: the development and implementation of major whole-of-sector change initiatives, particularly in the area of corporate services reform.

The Division is unique within Premier’s Department with its twin lines of accountability. It reports to the Director-General of Premier’s Department for projects flowing from the Department’s Corporate Plan, and the Chair of the Council on the Cost and Quality of Government for delivering the Council's work program as agreed with the Premier. The Council is a management advisory body to the Premier and includes Chief Executive Officers from both the public and private sectors. As part of the Department’s Corporate Plan the Division proposes, develops and delivers the government’s Corporate Services Reform initiative, and works to the Peer Review Committee, composed of CEOs and peak employee bodies, which acts as a reference group for this initiative.

Targets

Improve the efficiency, effectiveness and appropriateness with which the public sector provides services to the people of New South Wales.

Performance Reviews

- Conduct the next series of performance reviews under the auspices of the Council on the Cost and Quality of Government, in a collaborative manner with agencies, to assess and improve performance
- Ongoing monitoring of the implementation of recommendations from previous reviews.

Workforce Profile

- Collect data on the workforce of the NSW public sector to provide line and central agencies, and the government, with reports and tools to conduct workforce planning, policy development and benchmarking
- Improve the quality of data collected and promote workforce planning.
Performance Improvement

- Develop whole-of-government strategies that improve the quality and efficiency of back-office functions
- Assist the sector to develop new strategies, solutions and systems, especially for corporate services, streamlining and sharpening this area’s role in supporting frontline delivery of government services to citizens
- Continuation of the Occupational Health, Safety and Injury Management Improvement Initiative to minimise work related injuries and enable further savings in workers compensation costs
- Lead and assist agencies with the implementation of shared corporate services strategy. The strategy is due for completion by December 2003
- Support Electronic Self Service implementation across agencies with a particular emphasis on evaluating the Public Sector Expert System pilot.

Performance Measurement

- Assess and report strategic performance of general government sector agencies and improve the quality of government performance reporting.

Our Performance

Performance Reviews

These reviews examine the appropriateness, prudence, effectiveness and efficiency of budget funded programs. Program reviews are conducted in a series of rounds that focus on specific program elements.

In 2001/02 the Council completed 4 reviews, covering six budget program areas commissioned by Cabinet. In addition reviews are currently underway in relation to Department of Public Works and Services and SafeFood Production NSW.

The Council continues to monitor the implementation by agencies of recommendations from reports endorsed by the Budget Committee of Cabinet. All recommendations from recent reviews endorsed by the Budget Committee have been accepted for implementation by Ministers and agencies.

Special Reviews

The Council was requested by the Minister for Industrial Relations to undertake an assessment of the Asbestos Diseases Research Institute proposal prepared by various union, community and medical groups.

The Review and Reform Division is conducting an evaluation of the Community Drug Action Strategy, a Drug Summit initiative managed by the Strategic Projects Division, Premier’s Department. This review is being oversighted by a steering committee with representatives from the Department of Education and Training, NSW Police, and the Department of Health.
Workforce Profile

The workforce profile provides employee information across the full range of state government controlled agencies including budget dependent agencies, government trading enterprises, state owned corporations and other government controlled self-funding bodies.

A third whole-of-sector collection of employee characteristics was conducted to produce Workforce Profile 2001.

The occupation-based ‘Position Code’ was developed and finalised during 2002 and will be included within future Workforce Profile data collections. Coding all agencies is a lengthy process but more than 20 were completed during 2001/02.

Performance Improvement

Following extensive research, a robust Shared Corporate Services Strategy was designed that built on past corporate services initiatives developed by Review and Reform and the previous Corporate Services Reform Unit. This strategy provided options to ensure that agencies are able to choose an approach that meets their specific business requirements.

Based on this strategy, 120 preliminary plans on the implementation of Shared Corporate Services were submitted by agencies. These were analysed and individual advice was provided.

The Shared Corporate Services Strategy website was launched to provide consistent and accessible information for CEOs, Corporate Services Directors, managers and staff regarding the project objectives, requirements and time lines.

A Shared Corporate Services Information Forum was held on 30 May 2002 to provide corporate service directors, managers and shared service project leaders with an opportunity to hear about current case studies of shared service implementation in the public sector, as well as to workshop and discuss any issues agencies may have concerning the implementation of the strategy.

The Electronic Self Service (ESS) initiative continued to support public sector agencies in realising the potential benefits from applying self-service automation to personnel and payroll transactions. The Division provides assistance to agencies, including funding, business process and costing guidelines, establishment of Human Resource (HR) systems user groups, assisting with the calculation of benefits realised, facilitating the sharing of knowledge and experience across the sector and advice on sector wide issues.

The initiative gained increasing momentum throughout the year with positive feedback from management and staff in agencies where ESS has been implemented. Initial indications are that the benefits realised from the implementation of ESS will exceed expectations.

A three year Occupational Health, Safety and Rehabilitation project commenced in 1998-99 to drive improvements in OH&S management and Worker’s
Compensation costs, one of the most significant costs associated with managing the public workforce. The strategy has realised significant improvements in OH&S performance within 12 targeted agencies and reductions in workers compensation costs of $53 million per annum across the whole NSW government.

The majority of agencies now have well-developed OH&S and Injury management systems in place.

This successful initiative is being continued for another three year period to 2004/05 and it is anticipated further reductions in injuries and savings in workers compensation costs will be realised.

As part of the ongoing strategy, the Taking Safety Seriously policy has been updated focusing on a systematic approach to managing workplace risks in the NSW public sector.

**Performance Measurement**

The major SEAs Report, the Overview of Government Services was released to the public in February 2002 following endorsement by all Ministers and the Premier.

The Council has worked collaboratively with agencies to undertake Service Efforts and Accomplishments (SEAs) reviews. The resulting reports describe the resources used by government, the services produced and the resulting benefits to citizens in various policy areas of government. All SEAs reviews are conducted according to the Council’s documented methodology.

In 2001/02 the Council completed SEA Reviews for Recreation Facilities and Services, Arts and Culture, and Education policy areas.

**Future Challenges**

**Performance Reviews**

- Undertake performance reviews in key areas of government activity selected by Budget Committee of Cabinet including the Department of Sport and Recreation, Sustainable Energy Development Authority, The Heritage Office and TestSafe.
- Undertake performance reviews requested by Ministers, the Director General of Premier’s Department, and other CEO’s.

**Workforce Profile**

- Undertake the fourth Workforce Profile Collection, and develop comparative analysis of data collected.
- Complete Position Coding in all agencies in order that occupation data can be included in future Workforce Profile Collections as a key support tool for other corporate service initiatives and to assist with workforce and overall strategic planning.
- A summary report of the 2001 public sector workforce profile is expected to be released in 2002/03.
Performance Improvement

- Support agencies to implement shared corporate services in accordance with the government’s strategy and realise the saving and service improvement benefits outlined in agencies’ detailed plans.
- Continuously improve OH&S performance in the NSW public sector through focused intervention strategies that align with existing business operations and services provided by NSW government agencies.

Performance Measurement

- Work closely with CEOs through policy area steering committees to improve the quality of the performance measures
- Review of the Concise Guide to Service Efforts and Accomplishment Reviews which outlines the methodology and process for SEAs reports.
MINISTERIAL AND PARLIAMENTARY SERVICES

Purpose

The principal role of the Ministerial and Parliamentary Services Division is to provide policy, advisory and administrative services in a range of areas that contribute to efficiency and continuity in state government administration.

The key function is to set and administer the employment framework for statutory, political and parliamentary offices. The Division also provides a number of other services including:

- support services for the offices of the Premier, Ministers, the Leaders of the Opposition and former office holders
- policy and administrative support for the three independent remuneration tribunals – Statutory and Other Offices, Local Government and Parliamentary
- coordination of the Department’s responsibilities under the *Freedom of Information Act 1989* and the *Privacy and Personal Information Protection Act 1998*
- advice to the Premier on remuneration for members of government boards and committees
- coordination of Cabinet appointments to government boards and committees
- media monitoring services for the Premier, the Parliament, Ministers and certain government agencies
- transport and fleet management services for the Premier, Ministers, the Leaders of the Opposition, former office holders, VIPs and certain government agencies
- coordination of the Department’s involvement in overseas projects.

Targets

- Support efficiency and continuity in state government administration though the delivery of policy, advisory and administrative services
- Provide the resources, systems and infrastructure needed for staff to perform in an effective, informed and sustainable manner and for the Premier, Leaders of the Opposition, Ministers and other VIPs to operate effectively on a day to day basis
- Ensure high level administrative and support services are provided to Ministers’ offices, Leaders of the Opposition and former office holders for the continuity and efficiency of government operations
- Provide advice and support to the three Remuneration Tribunals to ensure they meet their statutory obligations.
Our Performance

Support for Ministers’ offices

Reviews were undertaken to confirm the adequacy and effectiveness of internal systems and practices operating in Ministers’ offices. In addition, advice was provided to Ministers’ offices on issues relating to administration, systems, guidelines and directions.

The Ministerial Handbook was reviewed to ensure its currency and to identify areas for improvement.

The information management and technology equipment needs of offices hosted by the Department were assessed and upgraded to meet the Department’s standard.

Advice was provided to Ministers’ offices on issues relating to administration, systems, guidelines and directions.

Assistance was provided for accommodation and staffing of Ministers’ offices.

Boards & Committees

The Department continued strategies to work towards ensuring appropriate representation of equity groups on government boards and committees. Strategies included:

- Monitoring nominations for appointments prior to their submission to Cabinet
- Notifying Ministers of upcoming vacancies
- Maintaining the Premier’s Department register of people who would like to serve on a board or committee
- Issuing a brochure on the government’s commitment to diversity for distribution to organisations responsible for nominating people for board/committee positions
- Inviting women to join the Premier’s Department register through placing an advertisement for International Women’s Day in Cumberland local papers
- Participation on the Inter-Agency Working Group, a network to develop strategies for women in rural and regional areas
- Liaising with the Community Relations Commission on appointing people from culturally diverse backgrounds
- Liaising with The Cabinet Office in increasing the number of young people on the register
- Co-hosting the corporate governance function, 21st Century Boards, Social Responsibility and Diversity — the growing importance of intangibles to the bottom line with Westpac, the Australian Stock Exchange and Telstra. Members of public and private sector boards and female executives attended the function aimed to encourage the participation of women on boards in NSW.
Advice and Assistance on Appointments and Corporate Governance

The Department provided advice and assistance to agencies and board members on issues related to appointments, remuneration and corporate governance and through formal correspondence when required.

Conduct Guidelines were issued in December 2001, for members of boards and committees. The Guidelines define the standards of behaviour expected of members and provide sources of information and advice about ethical issues relevant to the NSW public sector. The Guidelines were developed in collaboration with the ICAC.

The revised and updated Board/Committee Appointment and Remuneration Guidelines were issued in June 2002. These included amendments to the appointment form, and updates to areas relating to remuneration, allowances and superannuation.

Remuneration Tribunals

Officers of the Ministerial and Parliamentary Services Division provide the three independent Remuneration Tribunals with advice and executive support to ensure they meet their statutory obligations. The three Tribunals are: The Statutory and Other Offices Remuneration Tribunal, Local Government Remuneration Tribunal, and Parliamentary Remuneration Tribunal.

To better inform Government agencies, the Tribunals’ clients and the general community, the Remuneration Tribunals’ website www.remtribunals.nsw.gov.au was updated to include its reports and determinations.

The Statutory and Other Offices Remuneration Tribunal achieved a number of outcomes:

- On 29 August 2001, the Statutory and Other Offices Remuneration Tribunal made its annual determinations in respect of the Chief and Senior Executive Services (SES), the Judges, Magistrates and Related Group and the Public Office Holders Group, which came into effect from 1 October 2001. The Tribunal determined increases of 3.7 per cent for the Judges, Magistrates and Related Group, 3.7 per cent for the Public Office Holders Group and 3 per cent for the SES
- Special determinations were made for the Deputy Director of Public Prosecutions, Crown Prosecutors, Public Defenders, Commissioners of the Land and Environment Court and Commissioners of the Industrial Relations Commission
- There was a special determination on the remuneration levels of office holders of the newly created Consumer, Trader and Tenancy Tribunal
- A special determination was made for those office holders for whom, as part of their conditions of employment, motor vehicles are provided at either no charge or at minimal charge. This determination will provide these office holders with the opportunity to forego their existing arrangements and receive instead an allowance that can be used to offset the private use costs of the motor vehicles. This will bring the motor vehicle arrangements for these office holders into line with general public sector practice
In December 2001 the Statutory and Other Offices Remuneration Act 1975, was amended to allow the Tribunal to make determinations on travel allowances for Judges. It made a special determination in April 2002 to review the allowances annually.

The Act was also amended to allow office holders listed in Schedule 2 to salary sacrifice for motor vehicles and employee contributions to superannuation. A further amendment to the Act removed the requirement for the Tribunal to make its annual determinations by 31 August each year. This amendment will provide the Tribunal with greater flexibility in the timing of its determinations. The effective date of the annual determinations remains at 1 October each year.

The Tribunal made recommendations on the appropriate level of increases for directors and members of state owned corporation boards and other boards and committees. Recommendations were also made on the remuneration levels of office holders in the newly created Workers Compensation Commission.

In accordance with the Public Sector Management Act 1988, the Tribunal is required to determine whether compensation is appropriate and, if so, the quantum for SES officers whose contracts have been terminated. For the period 1 July 2001 to 30 June 2002 the Tribunal received a total of 18 applications and made determinations in respect of each application. In addition, the Tribunal attended the annual meeting of the Judicial Remuneration Coordination Group to discuss issues affecting judicial remuneration across Australia.

On 1 October 2001 the Hon Justice Roger Boland was appointed to the Parliamentary Remuneration Tribunal. The Parliamentary Remuneration Tribunal achieved the following outcomes:

- The Parliamentary Remuneration Tribunal made its 2002 annual determination on members’ additional entitlements
- The Tribunal made a special determination and established an Electorate Mailout Account for each Member of the Legislative Assembly
- In November 2001 NSW hosted the annual meeting of the Parliamentary Remuneration Reference Group. This meeting brings together the Executive Officers of all Federal/State and Territory Tribunals to discuss common issues dealing with members’ entitlements.

The Local Government Remuneration Tribunal commenced its annual review of fees for Mayors and Councillors in October 2001 and determined that a general increase of 3 per cent for Councillors and Mayors was warranted. Some councils were recategorised as part of this review. The Tribunal is required to make its determination by 30 April each year and the determination takes effect from 1 July of that year.

**Media Monitoring**

The Media Monitoring Unit provides broadcast-monitoring services to the Premier and Ministers’ offices, select agencies and Parliament House. The Unit improved service delivery by introducing new technology for disseminating information to its clients.
Freedom of Information

Ministerial and Parliamentary Services continued to provide advice to public sector agencies on the operation of the Freedom of Information (FOI) legislation and administrative support to the FOI Practitioners’ Network. A detailed report on the Department’s FOI obligations is in the Appendices.

Transport Services

The Transport Services Branch provided high quality transport services for the Governor, the Premier, Leaders of the Opposition, Ministers and other VIPs during the year. The Branch also provided fleet management services for Premier’s Department and several other departments and small agencies and other VIPs on a day-to-day basis. The Branch provided transport during the visits to New South Wales by the Prime Minister of Thailand, the President of Greece and numerous ambassadors from foreign governments.

Overseas Projects

The Department continued to assist Commonwealth overseas aid programs by identifying NSW public servants interested in undertaking overseas aid projects and assigning staff to projects requiring specialised public sector skills and expertise.

The Premier issued revised Guidelines on Overseas Projects in February 2002. These guidelines were amended to reflect new approval arrangements agreed with Treasury and introduced a new reporting requirement for agencies participating in work overseas. These reports will form the basis for an annual whole-of-government report on overseas projects.

Future Challenges

- Provide policy and resource management for the offices of the Premier, Ministers, the Leaders of the Opposition and former office holders
- Ensure high level administrative and support services are provided to Ministers’ offices, Leaders of the Opposition and former office holders for the continuity and efficiency of government operations
- Provide advice and support to the three Remuneration Tribunals to ensure their proficient operation
- Further develop strategies to increase representation of women, people from racial and ethnic minorities, people with a disability, Aboriginal and Torres Strait Islander people and young people on government boards and committees
- Deliver transport services during the special events or visits by dignitaries that occur during the year.
STATE ADMINISTRATION SERVICES

Purpose

State Administration Services provides management and coordination services for the Premier in community events, official visits, honours, awards, major emergencies, natural disasters and executive and administration services for the department. Activity areas are Protocol, Governor’s Office, Government Actuary, Community Projects and Management Services, and Disaster Response and Special Services.

Targets

- Maintain the highest standards in planning official visits, major events and conducting official hospitality for the government’s guests
- Provide advice to the Premier, government departments, the corporate sector and the general public
- Communicate with the Consular Corps, Diplomatic Corps, and the Department of Foreign Affairs and Trade
- Process nominations for the recognition of NSW citizens in Honours and Awards
- Undertake and manage government protocol, hospitality, ceremonial and major event obligations that require specialist central agency attention
- Support the Governor in the execution of her duties in three main areas: constitutional, ceremonial and communal
- Carry out a wide range of actuarial projects as requested
- Improve public sector performance in superannuation, workers’ compensation, compulsory third party insurance and other systems that involve liabilities that are typically long term and depend on demographic, financial and administrative interactions
- Provide policy advice to the Premier on major emergencies and natural disasters
- Crisis management and ensure the State is capable for fully meeting its commitment under the joint Commonwealth/NSW arrangements to effectively resolve any acts of politically motivated violence which may occur within its boundaries
- Administer the State’s participation in the operation of the Australian Honours System
- Provide leadership and support to ensure that the public sector has the capacity and diversity to achieve better outcomes – particularly front line service delivery improvements
- Manage delivery of, and provide analysis and advice on community and state projects and grants, eg. reconciliation, Australia Day celebrations, New Year’s Eve, War Memorial register
- Maintain NSW representation on relevant cross-border bodies. Monitor, evaluate and report on line agency (Vic, Qld, and ACT) issues and encourage other states to be actively engaged in the process
• Manage issues identified in the Workplace Climate Survey results, through the processes approved by the management board, to improve workload management, communication and recognition of staff achievements
• Continue to build on the relationship with Central Corporate Service Unit to optimise quality and relevance of CCSU services to the Department
• Ensure the Department’s staff is appropriately diverse, skilled and professional
• Achieve quality outcomes by assisting divisions within the Department to work in an equitable and collaborative way
• Provide the resources and infrastructure needed for staff to perform in an effective, informed and sustainable manner.

Our Performance

Protocol
The Office of Protocol, which coordinated and managed 355 events in the last year, administers the State Reception Rooms of Level 41, Governor Macquarie Tower. In all, 73 State Hospitality functions were arranged together with numerous conferences, meetings and functions for other agencies.

Guests of Government
The Office of Protocol coordinated the planning and conduct of major visits by Heads of State, Heads of Government and numerous guests of government including:
• The President of Portugal
• The President of Nigeria
• The President of East Timor
• The Prime Minister of Thailand
• Deputy Prime Minister of Ireland
• New York City Fire Fighters and New York City Police Department
• His Royal Highness the Duke of York — United Kingdom
• Vice-Governor of Guangdong Province — Sister/State Relationship
• The President of Greece
• The President of Ghana
• The Prime Minister of Japan
• The Prime Minister of Bangladesh
• The Mayor of Berlin
• Governor of Pennsylvania — United States of America
• The Honourable John Major, Former Prime Minister of the United Kingdom

Official visits were coordinated for numerous Ministers from New Zealand, Japan, Sri Lanka, Canada, Germany, China, Greece, Indonesia, Turkey, India, Iran, Italy, Malaysia and Argentina.
Diplomatic visits were coordinated for the High Commissioners for South Africa, Singapore and Cyprus together with Ambassadors of Japan, Italy, Finland, Turkey, Greece, Cambodia and Eritrea.

**Visiting Naval Ships Program**

The Office of Protocol and the Royal Australian Navy coordinated official calls by Commanders of Visiting Naval Ships from Chile, United States, France and the United Kingdom.

**Ceremonies and Hospitality**

The Office of Protocol organised numerous state dinners, luncheons and receptions for dignitaries. These included:

- 3 Australia Day receptions held at Darling Harbour, Old Government House at Parramatta and Penrith Regatta Centre
- The Prime Minister of New Zealand
- International Women’s Day
- New South Wales Consular Corps
- Siemans Science Experience
- NAIDOC Week reception
- 2002 Commonwealth Games launch
- Vietnam Veterans reception
- Official reception to welcome the Governor-General of Australia
- New South Wales Arts Community
- Premier’s American History Awards
- Launch of Carnivale
- English Teachers Literature Scholarship
- Reception to farewell the State President of the RSL (NSW Branch)
- World Cup Track Cycling reception
- APEC Business Council reception
- 2001/2002 Bushfires Presentation reception
- New South Wales Public Trustees
- 6th Triennial Conference of World Police Medical Officers.

State luncheons/dinners were held for:

- The President of Portugal
- The President of Greece
- The President of East Timor
- The President of Nigeria
- The President of Ghana
- The Prime Minister of Thailand
- The Deputy Prime Minister of Ireland.
Official breakfasts luncheons and dinners included:

- Premier’s Breakfast for the Cabramatta Community
- Centenary of Federation – Dr Ramphele
- Centenary of Federation – Premier Paul Okalik
- Centenary of Federation – Professor Norman Davies
- Chinese Foreign Minister
- Mayor of Berlin
- Senior delegation from South Africa
- Sydney Leaders Program
- Sydney Festival 2002 Sponsors Luncheon
- Premier’s official lunch for Professor David Kennedy
- Premier’s official lunch for senior representatives from the Veneto Region, Italy
- Australia Day Sponsors
- New South Wales business organisations
- Premier’s Davos Connection Luncheon
- Young President’s Organisation Dinner
- Australian American Leadership Dialogue.

Official Harbour Cruise Inspections were held for:

- United States Congressman Delegation
- Governor of Pennsylvania USA
- President of Greece.

Ceremonial and major events were held: for Remembrance Day; two presentations of New South Wales 40 Year Long Service Medallions; tickertape parade for bushfire fighters (including all NSW agencies and interstate) 2001/02 major bushfires.

The Office of Protocol also arranged and coordinated ceremonial state funerals for:

- Sir Arthur (Roden) Cutler VC AK KCMG KCVO CBE, former Governor of New South Wales
- Mr Charlie Mance, former World War I veteran.

Consular Corps

The Office of Protocol regularly meets with members of the Consular Corps on behalf of the Government. This assists with maintaining a consular and diplomatic liaison and is useful in planning of official visits and business relationships.

The Office was the contact point for matters involving Consulate-Generals with major visit programs and the Centenary of Federation. The Director of Protocol received 30 Consuls-General in the last year of which six were newly appointed.
Customer Services

The Office of Protocol advises the Premier, the Ministry, the Parliament, government departments, the corporate sector and the public on protocol related matters such as ceremonies, forms of address, tables of precedence and flag procedures. Other services include the presentation of protocol training seminars. The Director of Protocol conducted three training lectures to Close Personal Protection Officers, New South Wales Police Service and the business sector.

The Office is responsible for the free issue of flags to Members of Parliament, the community and non-profit organisations. Approximately 231 state flags were issued during the last year.

The Office provides assistance to the Cabinet Office with the coordination of regional cabinet visits.

The Office received 5100 telephone enquiries and 450 written enquiries were answered. Ninety percent of the letters and all forms of correspondence were answered within 21 days, which met the Departmental correspondence performance management guidelines.

Honours and Awards

Bravery awards within the New South Wales Honours System are assessed and processed by the Office of Protocol. It is also responsible for the New South Wales Government Awards in recognition of length of service, meritorious service and outstanding achievement. Fifty-five NSW Long Service Medallions and 644 State Representative Certificates were issued. The Director of Protocol is a councillor for the Royal Humane Society Bravery Awards. Approximately 50 Royal Humane Society Awards for Bravery were issued.

The Office of Protocol will coordinate and manage the newly announced Premier’s Award for Excellence to be awarded to members of the Emergency Service Organisations for significant contributions made by individual members or specialised units to the community and their organisation.

In the last year the Office of Protocol coordinated presentations by the Premier of the Outstanding Achievement Award to the bushfire fighters (2001/02).

The Office also coordinated numerous press conferences for the Premier.

Office of the Governor

The office provides a high standard of administrative and operational support to Her Excellency the Governor in three main areas, constitutional, ceremonial and communal.

Constitutional: Her Excellency the Governor is President of the Executive Council which meets on a weekly basis. The Official Secretary considers the documentation and prepares the agenda for presentation to the Governor, obtaining information from a number of external agencies, as necessary.
Ceremonial: The Governor holds investiture ceremonies involving presentation of honours and awards at Government House twice a year. The recipients are principally being invested in the Order of Australia, however, there are also a number of service and bravery awards. This office organises these ceremonies with advice from the Honours Secretariat at Government House, Canberra.

The Governor leads the ANZAC Day March in Sydney each year and other remembrances, representing the people of New South Wales.

Communal: In this current financial year the Governor has undertaken four visits to rural locations. The Governor also attends and hosts a number of functions for various organisations throughout the year. Many of these organisations have approached the Governor for patronage. The Governor is patron of 242 organisations. The previous Governor is co-patron of some of these organisations and patron of organisations in his own right.

Her Excellency receives a number of courtesy calls from Heads of State, Ambassadors and Foreign Ministers as well as incoming and outgoing members of the Consular Corps.

The Governor also receives calls from organisations of which she is patron, and other special interest groups.

Government Actuary’s Office

The Office provides a pool of actuarial expertise within the public sector that carries out a wide range of actuarial tasks as requested by clients within the public sector. The Office improves public sector performance in areas such as superannuation, workers compensation, compulsory third party insurance and other systems that involve liabilities that are typically long term and depend on demographic, financial, design and administrative interactions.

Disaster Response and Special Services

DRSS maintains a satisfactory level of preparedness for the Government to effectively respond to any politically motivated threat or action within NSW.

DRSS also assists the government to meet challenges from natural disasters and other major emergencies, including a national response to any outbreak of exotic animal diseases.

The Office of Disaster Response and Special Services is responsible for the provision of policy advice to the Premier in relation to major emergencies and natural disasters. This includes crisis management and ensuring the state is capable of fully meeting its commitment under the Joint Commonwealth/NSW arrangements to effectively resolve any acts of politically motivated violence which may occur within its boundaries.

The Office is the representative on the State Emergency Management Committee, the Standing Advisory Committee for Protection Against Violence (SAC-PAV) and various sub-groups of these committees.
The Office liaises with relevant government agencies to ensure the Department is in a position to respond to and to formulate advice on any emergency or other natural disaster incident that may arise. Through its membership of SAC-PAV, the Office is responsible for crisis management arrangements for the Department.

Cooperative arrangements are in place with the Commonwealth and the other States and Territories to deal with any incidents of politically motivated violence as part of the national counter terrorism response. These arrangements are tested from time to time by local and national exercise programs that the state actively participates in.

Nominations for awards in the Order of Australia, Bravery Awards and the Public Service Medal were assessed and processed by the Office. The Department provided the state representation on both the Council of the Order of Australia and the Australian Bravery Decorations Council. These bodies are constituted to consider nominations for the three categories of awards mentioned above.

The Director of the Office is the alternate member of the Australian Bravery Decorations Council.

Community Projects and Management Services

Celebrations and Ceremonies

Early in 2002 the Premier announced a major NSW celebration to commemorate the 30th anniversary of Australia’s diplomatic recognition of the People’s Republic of China. A Steering Committee and a Working Group was set up to plan the celebrations. The Steering Committee comprises former Prime Ministers, the Hon Gough Whitlam, the Hon Bob Hawke, the Hon Paul Keating and the former NSW Premier the Hon Neville Wran. They are joined by the former Liberal Member for Communication, the Hon Warwick Smith, and the Consul General of the People’s Republic, His Excellency Mr Liao Zhihong.

The Working Group led by the Hon Henry Tsang MLC includes significant members of the Australian-Chinese community and has met on a number of occasions to plan events to mark the anniversary. The Premier will host a major celebratory banquet to mark the anniversary date. A number of important activities, including the Beijing Cultural Festival and trade delegation have been planned during the year.

To ensure the success of the celebrations, the Premier has launched a Calendar of Events which highlights a number of these activities. The events will be progressively updated on the Community Relations Commission website, www.crc.nsw.gov.au. The celebrations have the support of the Chinese Australian Community and are being planned with the involvement of the NSW Government, Local Government as well as the Central Government and provinces of the People’s Republic of China.
Border Issues

The NSW/Victoria Cross Border Anomalies Committee continued its operation to resolve issues impacting adversely on the border communities and businesses of the NSW/Victorian Border. The Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001 was passed in both states and commenced in NSW on 1 December 2001. The Act standardised boating safety legislation on the two lakes. During the year the committee continued to pursue the harmonisation of fishing with boating regulations on Lakes Hume and Mulwala. Representatives met with line agencies in May 2002 at Mulwala to identify issues and agree on priorities and the best approach for standardisation.

The committee also met in December in Melbourne and during the year a project officer was appointed to work closely with the Riverina-Murray Regional Coordination Management Group and progress the resolution of border issues.

A NSW survey of agencies in April 2002 identified continued cooperation in environmental protection and research projects, regional economic development projects, emergency services and arts. Transport and education issues are priority areas of concern.

Considerable progress was made with a Health Agreement between NSW and Victoria funding the servicing needs of admitted and non-admitted patients along the border. The NSW and Victorian Ministers signed an agreement for the transfer of forensic mental health patients between the states early in 2002. The Ministers are expected to sign an agreement regarding interstate access for all mental health patients by July 2002.

War Memorials

The Premier and President of the New South Wales RSL launched the Register of War Memorials in New South in April 2002. The register is located at www.warmemorialnswnsw.asn.au.

Premier’s Department chairs a committee to ensure that combined resources of the Department of Education and Training, State Library of New South Wales, local councils, and the RSL are effectively used to photograph and record war memorials in New South Wales.

The New South Wales Government continues to encourage civic students through the Department of Education and Training to record and photograph war memorials in New South Wales. The State Library of New South Wales is actively involved in developing, maintaining and promoting the Register of War Memorials in New South Wales. ClubsNSW has continued to actively promote the project and a number of individual clubs have contributed to this initiative.

Employee Relations and Organisational Development

A major role of CP&MS is to ensure the Department is appropriately diverse, skilled and professional. It achieves this by monitoring and facilitating training and development, employee relations, equity and management issues within
the Department and by initiating development programs such as leadership
development. It also improves mechanisms to ensure all staff are informed
and understand the business of the Department through the coordination of
corporate planning and the management and production of the Department’s
manual and Annual Report.

Staff Training and Development

The Premier’s Information and Communication Technology (ICT) Skills Forum in
August 2000 focussed on ways to increase IT skills across the community and set
the direction for the Connected State in NSW.

The Information Management & Technology Blueprint (IM&T Blueprint) is the
foundation strategy for a connected state and sets the direction for the strategic
use of information and communication technology by NSW Government
agencies. A related strategy is Skilling People for an Information Society. The NSW
Information and Communication Technology (ICT) Skills Action Plan is a subset of
this strategy. The International Computer Driving Licence (ICDL) forms a part of
the ICT Skills Action Plan.

The ICDL is an internationally recognised verification of IT competencies. A pilot
project targeting 50 staff in the Premier’s Department is being implemented,
including regional offices.

An online program of tutorials and pre-assessments has been implemented to
support the project implementation. The online program commenced in May
2002. Completion date is expected to be in March 2003.

Aboriginal Employment

During the year, the Department employed 15 Aboriginal staff across positions
ranging from the SES through to traineeships. This represents 3.9% of the
Department’s total staff, an increase of 2.3% from 2000/01. A further two Aboriginal
staff came into the Department on secondment. Significant achievements
include establishment of a position on the Redfern/Waterloo Project Team to
work specifically with Aboriginal communities, establishment of two regionally
based traineeships and appointment of two Aboriginal officers to mainstream
management positions.

Aboriginal staff continued to be offered career development opportunities
including acting in higher graded positions, participation on committees and
undertaking learning programs. Mentoring continued to be a key strategy in
retaining Aboriginal staff, with eleven staff being mentored throughout the year.

The Department also coordinates a Premier’s Department Aboriginal Employees
Network. This network of 17 employees provides appropriate professional support
and assistance to its members.
Healthy Ageing Action Framework

During 2001/02 the Department was represented on the NSW Committee on Ageing and Taskforce on Mature Age Employment which undertook research and examined issues impacting on the participation of older people in the NSW labour force. In February 2002 the findings of this research were released in two publications, Too Young To Go and Counting on Experience.

In the context of workforce planning, the Review & Reform Division of Premier’s Department managed the NSW Public Sector Workforce Profile. The profile is an annual data collection of the NSW public sector workforce drawn from anonymous records of all persons employed in the sector during a given year. The Workforce Profile data has been collected since 1999 and a third whole-of-sector collection of employee characteristics was conducted to produce Workforce Profile 2001.

The profile provides accurate information on the age of the sector relative to the labour force generally and provides a comprehensive picture of the demographics of public sector employees. The profile contributes to decision-making policy development on meeting the needs of older workers. It provides a valuable tool to assist the Public Sector Management Office and agencies in assessing future workforce planning needs.

The Department’s Community Builder’s website continues to provide information about programs and resources for older people throughout NSW.

Future Challenges

Protocol

- Programs are being developed for visits generated by the 30th Anniversary of Australia/China Diplomatic Relations
- Continuing advisory service to Premier, the Parliament, government departments, the corporate sector and the general public including protocol information seminars
- Maintaining government liaison with Consular Corps, Diplomatic Corps, the Department of the Prime Minister and Cabinet and the Department of Foreign Affairs and Trade.

Office of the Governor

- Provide excellent standard of administrative and operational support to Her Excellency the Governor as she performs the duties.

Government Actuary’s Office

- Important challenges are to increase involvement in improving reporting, structures and operations in both superannuation and insurance areas, and to smooth out the work flow within each year.
Disaster Response and Special Services

- Maintain an adequate level of preparedness for the government to effectively respond to any politically motivated threat or action in NSW
- Meet the challenges to government from natural disasters and other major emergencies including a national response to any outbreak of exotic animal diseases.

Community Projects

- Ensure the continuation of effective lines of communication and liaison with both State and Federal agencies to assist in carrying out the diverse roles associated with implementation of the Public Service Employment and Management Act 2002 (PSEM Act) of June 2002
- Deliver effective and concise services to support the Department’s administration
- Provide innovative projects and issues management in environmental sustainability, recognising the particular needs of regional NSW
- Deliver policy, advisory and administrative services to support efficiency and continuity in the Department
- Support the implementation of continuous improvement in the delivery of shared corporate and electronic services within the Department
- Ensure the Department’s staff is appropriately diverse, skilled and professional
- Improve mechanisms to ensure all staff are informed and understand the business of the Department.
INFRASTRUCTURE COORDINATION UNIT

Purpose

The purpose of the Unit is to support the Government’s strategic directions through the coordination of infrastructure planning. In particular, the ICU concentrates on projects requiring cross-agency coordination and a whole-of-government approach. It also has specific responsibilities in relation to considering opportunities for private sector involvement in the provision of infrastructure.

Targets

- Improved coordination of infrastructure planning and investment by government agencies
- Provide infrastructure that supports the economic development of NSW
- Maintain a comprehensive knowledge of the major infrastructure plans of government agencies
- Continue an effective relationship with the private sector supporting infrastructure development in NSW through the Working with Government policy for privately financed projects (PFP).

Our Performance

The Unit has consolidated its position in 2001/02 as:

- a key proponent of a whole-of-government approach that leads by example
- an active participant in senior government strategic and decision-making forums
- a key interface with the private sector, particularly for private financing initiatives and economic development projects.

In 2001/02, ICU led the development and implementation of the Working with Government policy and guidelines for Privately Financed Projects (PFP), released by the Premier in November 2001.

ICU released a List of Emerging PFP opportunities totalling over $5 billion and participated in the development of PFPs in the transport, education, justice, health and housing sectors.

The first State Infrastructure Strategic Plan was prepared for release in late 2002.

ICU supported the Director General in the assessment of multiple unsolicited infrastructure proposals from the private sector.
Confidentiality and assessment processes were strengthened for unsolicited infrastructure proposals from the private sector.

ICU supported the formation of the NSW Infrastructure Council, culminating in its inaugural meeting in May 2002.

A key role was played in shaping government support for the successful bid to host the ICT Centre of Excellence in NSW.

ICU provided expert advice to government on major infrastructure projects in the energy, education, information technology and transport sectors.

The Unit assisted economic development in the state by ensuring whole-of-government engagement for major industrial, commercial and mixed use proposals, notably Moorebank Technology Park, SEPP 59 Employment Lands, Parcel 5 Proposal and Green Square.

ICU assisted urban development by coordinating planning and infrastructure delivery for major projects – notably proposed Urban Land Release Areas, Penrith Lakes and Warnervale Wadalba.

The Minister Assisting the Premier for the Central Coast was supported on the Moving Forward strategy and regional initiatives such as the Fast Ferry from Ettalong to Sydney.

ICU assisted regional and rural communities by leading programs to deliver better transport solutions in the South West Slopes and Hunter regions and intermodal freight terminals to a range of NSW rural centres.

Policy proposals were initiated in relation to the development of the Information and Communications Technology (ICT) sector, Excavated Materials Management, Utilities Corridors, Mobile Telecommunications Infrastructure and Ports and Freight.

ICU coordinated State response to major Commonwealth projects including the Business-Government Taskforce on Critical Infrastructure, ICT Centre of Excellence, Australian Synchrotron Facility, East Coast Very High Speed Train Study and the sale of Sydney Airport.

Advice was provided on Budget Enhancement Requests by government agencies in relation to whole-of-government matters.

### Future Challenges

- Continuing refinement of *Working with Government*
- Increasing community recognition of initiatives in *Working with Government*
- Active engagement with individual agencies to develop PFPs
- Pursuing the opportunity for a Borderless PFP with Victoria and Queensland
- Assisting Planning NSW with the implementation of *PlanFirst* across NSW – commencing with five pilot projects in 2002/03
• Developing protocols to monitor the timelines for major projects in the State Infrastructure Strategic Plan
• Assisting the NSW Infrastructure Council to scope opportunities for private sector provision of infrastructure and some government services to new Urban Land Release Areas
• Leading the strategic utilisation of government property assets
• Developing Moorebank Technology Park as a major mixed use development providing higher order employment for South West Sydney.
OFFICE OF THE DIRECTOR OF EQUAL OPPORTUNITY IN PUBLIC EMPLOYMENT

Purpose

The Office of the Director of Equal Opportunity in Public Employment administers Part 9A of the NSW Anti-Discrimination Act, 1977. The Office provides leadership, high-level policy advice, consultancy services and training in relation to employment equity issues. The Director reviews EEO progress across the NSW Public Sector through individual agency evaluation and provides an annual report to the Premier.

Targets

The following key results areas (KRAs) for the Office have been set to assess the performance of the Office:

- The NSW Public Sector demonstrates progress against EEO Outcomes
- Improve EEO program management
- Promote EEO across the Sector
- The Office is a model of sound employment equity practice and good management.

Our Performance

The NSW Public Sector demonstrates progress against EEO Outcomes

The Office provides the Sector with comparative data to benchmark progress at agency level for each EEO group. The EEO Outcomes are:

- A diverse and skilled workforce
- Improved access and participation of EEO groups in the workforce
- A workplace culture displaying fair practices and behaviours.

A Diverse and skilled workforce, 2001

As a whole, the NSW Public Sector continued to make progress towards diversity at all levels and being more representative of the community it serves. Progress for each of the EEO groups is summarised below.
Women

Women represented 56% of the public sector workforce in 2001, an increase of 2% from 2000. This was 7% higher than in 1995, and 13% greater than the proportion of women in the NSW workforce.

In addition, women represented 50% of employees in full-time employment in 2001. This representation resulted in the Sector achieving, two years ahead of target, the Government target of 50% female representation in full-time employment by 2003. This represents an increase from 43% in 1993 to 50% in 2001.

Aboriginal People and Torres Strait Islanders

Aboriginal people and Torres Strait Islanders represented an estimated 1.4% of Public Sector employees in 2001, a slight decrease from the 1.5% recorded in 2000. The Government has set a target of 2% of the public sector workforce for this EEO group.

People whose first language is other than English

An estimated 14% of the Public Sector workforce were people whose first language spoken as a child was not English, an increase from 13% in 2000. This remains below their estimated representation in the NSW working age population of 19%.

People with a disability

People with a disability were an estimated 7% of the NSW Public Sector, increasing from 6% in 2000. Employees who had a disability that required adjustment at work remained at the 2000 figure of an estimated 1.9% of the public sector workforce. These figures may be compared with an estimate based on Australian Bureau of Statistics survey data, which suggests that approximately 7% of the NSW working age population have a disability which results in an employment restriction.

Improved employment access and participation for EEO groups

Women

The representation of women in the Senior and Chief Executive Services continued to rise to 24.6% as at June 2002, a increase of 8% since 1995. Women, however, tend to be employed in lower and middle level positions to a greater extent than men. 37% of women earned less than $39,355 compared to 29% of men.

Employment equity issues for women in the Public Sector include concentration in some lower paid occupations and under-representation in management positions.
Aboriginal People and Torres Strait Islanders

Aboriginal employees tend to be more concentrated at lower salary levels than any other EEO group. In 2001, 53% of Aboriginal and Torres Strait Islander employees earned less than $39,355, compared to 33% of total employees. Aboriginal employees are also more likely to be in temporary or casual employment than other employees are.

Within the Public Sector, equal employment opportunity issues for Aboriginal people that need to be addressed are access to permanent employment, recognition of their skills and abilities, their concentration in lower skilled and lower paid jobs.

People whose first language is other than English

In 2001, employees whose first language spoken as a child was not English represented 9% of the Senior Executive Service, an increase of 2% since 2000. Employees whose first language spoken as a child was not English were as likely as other staff to be in permanent employment (73%).

The recognition and utilisation of overseas skills and qualifications, and improving representation in senior management positions are major employment equity issues for this group.

People with a disability

In 2001 people with a disability represented 10% of the Senior Executive Service. The distribution index is 102 for people with a disability and 99 for people with a disability requiring workplace adjustment meaning that these groups have a similar salary level distribution as other staff.

Given the slow growth in employment outcomes, with only 3% of all recruits to the Public Sector identify as having a disability, the major focus of the Office has been on improving access to public sector employment for people with a disability.

Progress towards a workplace culture displaying fair practices and behaviours

Products arising from the Review of Merit Selection in the NSW Public Sector

The Merit Review was chaired by the Director of Equal Opportunity in Public Employment. The approved outcomes address improvements to increase recruitment effectiveness, employment equity, integrity, cost effectiveness and transparency.

During the year, the Premier launched a key outcome of the review which was the provision of an electronic recruitment system, Jobs.nsw.gov.au is a website where Public Sector vacancies are advertised and prospective job applicants can apply online. This site became available from August 2001. The site also provides a variety of reports to agencies to assist them with the management of their recruitment processes.
A new document *Picking the best person for the job* has been developed and released across the Sector. This merit selection guide is designed to assist members of selection panels in applying the merit principle and provides referral points for further information.

To complement these initiatives, comprehensive merit selection learning materials have been developed and piloted for distribution later in the year. Free refresher training for selection panel members will be available through an interactive online, self-paced, modular course on the Office website or on compact disc. This course will be available early in 2003.

**Promoting workplace culture change**

The Office has developed a workplace climate survey as a mainstream quality improvement tool that integrates employment equity issues. The survey provides agencies with hard data for culture change management that facilitates better management of equity issues. Each agency is provided with benchmark information and advice on practical change management strategies. The survey was successfully used by seven agencies in 2000/01, and a further five agencies in 2001/02.

Agencies have used the survey to identify management actions that have been successful in promoting a harmonious and productive workplace. The survey also identifies areas that require further action. Positive feedback has been received regarding the interventions taken by agencies to improve workplace practices and behaviours.

**Improve EEO program management**

**Providing EEO advice to agencies and individuals**

Each agency’s progress is regularly reviewed by the Director.

The Office provides advice for Public Sector agencies on equal employment opportunity and discrimination issues. Each agency has a single point of contact for inquiries and consultation through their Portfolio Manager. Specialist policy advice is provided on issues relating to EEO target groups.

Portfolio Managers facilitate networking to promote good EEO practice within an industry context. The two strongest networks to date are the University EEO Practitioners and the Health HR Network.

EEO issues for smaller agencies have been addressed in a series of workshops, which provided professional development for agency human resources personnel and streamlined program planning and reporting.

The Office has undertaken a number of consultancies with agencies to assist in overcoming barriers to employment equity. The NSW Fire Brigades’ recruitment processes for fire fighters were reviewed. The Office also assisted with the recruitment of the trainee fire fighters for 2001/02. This resulted in improved procedures for the 2002/03 intake.
Other consultancy services have been provided to the Department of Transport, Environment Protection Authority, State Rail Authority and Area Health Services.

The Office supports the Employment Equity Specialists Association, a network for public sector EEO practitioners, by regularly providing information and professional development opportunities.

**EEO Outcomes program performance indicators**

The document *Strengthening Equal Employment Opportunity: A Focus on Outcomes for EEO Practitioners* provides a definitive basis for benchmarking agency EEO progress across the Sector. It identifies EEO key result areas and performance indicators. Agencies have reported that this generic framework is a most helpful tool in progressing and monitoring their employment equity strategies. This tool is being developed into an electronic format to further assist with the assessment of agency progress in delivering EEO outcomes. A Focus on Outcomes has been customised and re-issued for the university sector.

**Streamlining EEO statistical reporting**

Agency EEO statistical reports to the Director of Equal Opportunity in Public Employment are now supplied directly from the Workforce Profile collection. This integration of EEO statistics into the Workforce Profile removed the need for agencies to forward separate statistical data to the Director. The Office provided agencies with electronic data analysis tools to independently review their own workforce composition and identify EEO issues. This streamlined analysis and reporting of data is designed to release resources for program implementation.

**Promoted EEO across the sector**

**Partnerships for new initiatives**

The Director has been successful in negotiating partnership arrangements to secure external funds and resources to increase recruitment of people with a disability, Aboriginal people and migrants to skilled vacancies.

**Traineeships for people with a disability**

Funds have been secured from the NSW Motor Accidents Authority, the NSW Public Trustee, the NSW Board of Vocational Education and Training and the Commonwealth Department of Employment and Workplace Relations to provide a significant number of traineeships for people with a disability. A partnership has been established with the NSW Department of Education and Training to deliver the program.

This first year of the traineeships for people with a disability has registered an enthusiastic response from job seekers, with approximately 2500 applications received. Thirty-seven trainees with a disability have commenced their traineeships. The traineeships provide accredited vocational training complemented with paid work within a Public Sector agency. This is strong progress towards the target of 100 traineeships over three years. Following successful completion of the traineeships permanent employment is to be offered to the trainees.
Cadetships for Indigenous Australians

In partnership with the Commonwealth Department of Employment and Workplace Relations, the Office has established a program with a target of creating 50 cadetships over 18 months, for Aboriginal and Torres Strait Islander students enrolled in university degrees and/or tertiary information technology courses. While at university, cadets receive a study allowance, they also have paid employment during the long break with state government agencies. On successful completion, cadets will be offered permanent employment. In the initial intake 30 cadets have been recruited. The 13 NSW Public Sector agencies sponsor cadetships to increase their talent pool of Indigenous Australians working in professional, management and policy advisory jobs.

School to Work Program

In partnership with the Commonwealth Department of Education Science and Training, the Office provides a public sector careers awareness education service to secondary schools with high Aboriginal enrolments to build up a steam of Indigenous students ready for tertiary studies and cadetships. Career information sessions have been held at Dubbo, Wagga Wagga, Forbes, Bathurst, Orange, Tweed Heads, Evans River, Mullumbimby, Ballina, Murwillumbah, Nambucca Heads, Macksville, Bowraville, Kyogle and Casino.

Migrant Career Development Program

The Office, with funds from the NSW Department of Education and Training manages the Migrant Career Development Program. Skilled migrants with overseas qualifications, who are underemployed in the Public Sector, or jobseekers with the Skillmax Program or identified through the Special Migrant Placement Officers are assisted to secure local work experience in jobs relevant for their overseas qualifications.

Fifty three placements have been offered for 2002, and over 34 have already commenced. In previous rounds 42% of placements made successful progress into permanent positions. For the 2001/02 round, employers have indicated interest in permanent appointment for over 50% of the people receiving placements.

Re-skilling Women for IT Careers

In partnership with the NSW Department for Information Technology and Management, Education and Training, Premier’s and Women, the Office is sponsoring a project to re-skill existing employees to meet specific information and communication technology skills shortages. The Departments of Fair Trading and Education and Training are piloting this initiative. The project will develop models for retraining current staff to meet emerging skill needs in information and communication technology areas.

Online EEO learning program

The Office, in partnership with the Universities of Wollongong, Charles Sturt, Newcastle and University of Technology Sydney, has sponsored a self-paced EEO learning program. The web-based program enables employees in any location of a university to learn EEO principles and practices.
Website and publications

The printed publications of the Office were available online by December 2001, meeting the Premier’s target for online publishing. The Office website has been further developed to improve accessibility. The number of visitors to the site during the year was 201,863 viewing a total of 364,397 pages. This is an 80% increase in visitors over the previous year. Of note was that 40% of visitors were from overseas, primarily the United States of America. ForumEEO, an online discussion, continued to support information sharing and networking between EEO practitioners.

The popular ‘Changing Roles of Women’ series on women’s working lives in the NSW Public Sector has been well received on the website, as has the ‘Changing Roles of Women: Women Heroes Online.’

The Office issued a number of print publications to assist Chief Executives and equity practitioners and to raise awareness of EEO amongst employees, including publications to support the Aboriginal & Torres Strait Islander Cadetship Program, the Migrant Career Development Program and the Traineeships Program for People with a Disability.

Library

The specialised EEO resource centre is professionally staffed two days a week. Resources available include online databases, contemporary journals, legal references, articles and EEO training videos. The library provides a current information resource for EEO policy and consultancy work. Through it, Human Resources and EEO specialists in the NSW Public Sector have access to online databases with the latest anti-discrimination and human resource management materials. This resource is also used regularly by research students and members of the general public.

Support Networks

The NSW Public Sector Women’s Network is a mentoring and skills development network with 1300 members. ODEOPE supports the self-help network by publishing the Women’s Network Directory, and a periodic newsletter called Women’s Voice.

The Office’s Adviser on Women’s Employment contributed to Spokeswomen’s training and addressed groups of women in a range of agencies on issues such as mentoring, flexible work practices and women in management.

The Office continues to sponsor the deaf and hearing-impaired people’s network, providing speakers and training on a range of work-related topics. This resources network members to provide information to others in their workplaces.
The Office as a model of sound employment equity practice and good management

The Office applies good practice in equity and human resource management. Career development initiatives by individual staff are encouraged. The opportunity to act in higher duties is provided when temporary absences allow. Secondments are a key career development strategy for this small organisation.

Staff have access to a range of flexible working arrangements. One third of staff are employed under flexible work arrangements, such as part time work, job sharing and regular and occasional work from home.

The Office participated in the NSW Public Sector Workplace Climate Survey. The Office has modelled good practice in its response to the issues identified by the survey by consulting extensively with staff in developing and implementing a comprehensive action plan. Evaluation of progress against this action plan has shown improvement in all key areas.

Future Challenges

In 2003 the sector will see the fruit of our work in 2001/02. Challenges are working with agencies to:

- Meet the targets for the Cadetships for Aboriginal people and Torres Strait Islanders, traineeships for people with a disability and the Migrant Career Development Program
- Promote new approaches to recruiting people with a disability to public sector jobs
- Deliver models for re-skilling existing employees in information and communication technology occupations
- Deliver an EEO good practice website
- Release the electronic merit refresher module
- Develop an electronic self-assessment and reporting tool for agencies
- Deliver a set of equity standards for people management policies.
CENTENNIAL PARK AND MOORE PARK TRUST

Centennial Park and Moore Park Trust has been part of the Premier’s portfolio since April 1999. The Director of the Trust reports to the Director General, Premier’s Department. The Chairman of the Trust reports to the Premier.

A detailed account of the Trust’s performance will be provided in the Centennial Park and Moore Park Trust’s 2002 Annual Report. Below is a synopsis of the Trust’s activities for the reporting year.

Purpose

Established in 1983, the Centennial Park and Moore Park Trust manages over 360 hectares of recreational space in Sydney, known collectively as Centennial Parklands. The parklands are a national asset of immense significance, and include Centennial, Moore and Queens Parks. The Trust manages the recreation and use of the lands and a number of licences for facilities on the lands, including the Centennial Parklands Restaurant, Moore Park Golf Course and Driving Range, Parklands Tennis Centre and Centennial Parklands Children’s Centre. In 1998 the Trust became the custodian of the former Sydney Showground. As a result, the Trust is responsible for administering the Fox Studios Australia lease and the Royal Hall of Industries/Hordern Pavilion management agreement. The Centennial Parklands Equestrian Centre is also managed by the Trust.

Targets

- Protecting the integrity of the parklands
- Forging closer relationships with a full range of park users
- Improving and maintaining the heritage of the parklands
- Ensuring right of access to the parklands
- Providing for a diversity of cultural expression in the parklands
- Improving the business viability of the parklands.

Our Performance

The Trust completed the works on the restoration/re-establishment of the Federation Way and Gate and the Avenue of Nations projects, as part of the $10m Commonwealth Government Federation Funding.

The Master Plan for the Moore Park South area has been completed. The implementation of the plan enables the Trust to address the diverse leisure and recreational needs of the community and strengthens the resource base of the Trust.
The Centennial Parklands Transport, Access and Parking Plan has been completed. The plan aims to minimise the impact of vehicles on the parklands and improve accessibility, maximising visitors’ experience.

This year ranger-guided education and interpretation programs provided quality service to over 6000 participants, increasing awareness of the natural and cultural heritage of Centennial Parklands.

After significant conservation work, the Superintendent’s Residence at Paddington Gates, is now open to the public for the first time in history, providing an exhibition space, historical display and weekend information service for visitors. The residence attracted 3330 people during the year.

In the International Year of Volunteers, Centennial Parklands initiated the first stage of a new volunteer program. A team has been recruited and trained to staff the newly opened Superintendent’s Residence. Planning is underway to include volunteers in future surveys, research projects and bush regeneration.

In 2001/02 Centennial Parklands hosted 36 events, including two Centenary of Federation funded celebrations. These events attracted over 120,000 people to the parklands.

In March 2000 Centennial Parklands took its place on the New South Wales Heritage Register, ensuring the parklands are maintained for future generations. A Conservation Management Plan commenced in 2001/02 and will be completed by the end of 2002.

The Budget Committee has recommended the Trust’s Park Improvement Program (2002/07) be undertaken. Implementation of the plan sets out priorities for capital works to improve six key areas: the environment, transport and access, park facilities, information and visitor services, heritage conservation, utilities and services.

Centennial Parklands jointly sponsored and co-hosted (with National Parks and Wildlife Service) the 4th International Parks and Strategic Partners Conference in Sydney. National and international speakers addressed the theme of a sustainable future for parks. This was the leading industry forum with 90 individuals from Australia, New Zealand, United States and United Kingdom agencies discussing contemporary park issues.

**Future Challenges**

- Implement the Park Improvement Program which focuses on:
  - Conserving the park environment, including the ponds program, tree master plan and bushland regeneration
  - Improving transport and access, including pedestrian and cycle access, signage and better access for people with disabilities
  - Improving leisure facilities, including ES Marksfield, Moore Park Golf Club, playgrounds, sporting facilities
  - Improving visitor information services and facilities
- Conserving the heritage, including monuments, archives, fences and gates;
- Improving utilities and services, including irrigation and communications.

- Develop Centennial Parklands' first Conservation Management Plan, which will provide direction on heritage conservation and management for all programs and services. The Conservation Management Plan, together with the Tree Master Plan, aims to provide guidelines for maintaining the Victorian character of the parklands and identify highly significant native vegetation to be rehabilitated.

- Finalise Centennial Parklands’ organisational re-alignment and implementation of VSA shared corporate services.
- Implement the Corporate Business Strategy
- Establish the Centennial Park Foundation.
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Appendix 1: Legislation and Legal Change

Anzac Memorial (Building) Act 1923 No 27
Australia Acts (Request) Act 1985 No 109
Centennial Park and Moore Park Trust Act 1983 No 145
Child Protection (Prohibited Employment) Act 1998 No 147
Commission for Children and Young People Act 1998 No 146
Competition Policy Reform (New South Wales) Act 1995 No 8
Constitution Act 1902 No 32
Constitution Further Amendment (Referendum) Act 1930 No 2
Constitution (Legislative Council Reconstitution) Savings Act 1993 No 19
Constitution (Public Service) Amendment Act 1916 No 45
Election Funding Act 1981 No 78
Essential Services Act 1988 No 41, Parts 1 and 2 (remainder, Minister for Industrial Relations)
Freedom of Information Act 1989 No 5
Independent Commission Against Corruption Act 1988 No 35
Independent Commission Against Corruption (Commissioner) Act 1994 No 61
Independent Pricing and Regulatory Tribunal Act 1992 No 39
Interpretation Act 1987 No 15
Mutual Recognition (New South Wales) Act 1992 No 61
Ombudsman Act 1974 No 68
Parliamentary Electorates and Elections Act 1912 No 41
Parliamentary Evidence Act 1901 No 43
Parliamentary Precincts Act 1997 No 66
Parliamentary Remuneration Act 1989 No 160
Protected Disclosures Act 1994 No 92
Public Finance and Audit Act 1983 No 152, sections 28, 28A, 29, 30, 34 and Schedule 1 (remainder, Treasurer)
Public Sector Management Act 1988 No 33 (except sections, Minister for Public Works and Services)
Returned and Services League of Australia (New South Wales Branch) Incorporation Act 1935 No 39
Appendix 2: Senior Executive Service Positions

<table>
<thead>
<tr>
<th>TOTAL CES/SES OFFICERS ON 30 JUNE</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
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<tbody>
<tr>
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<td>Level 6</td>
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<td>1</td>
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</tr>
<tr>
<td>Level 5</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Level 4</td>
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<td>Level 3</td>
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<tr>
<td>Level 2</td>
<td>9</td>
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</tr>
<tr>
<td>Level 1</td>
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<td>3</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td>25</td>
<td>25</td>
<td>23</td>
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</table>

NUMBER OF CES/SES POSITIONS FILLED BY WOMEN ON 30 JUNE

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
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<tr>
<td>2000</td>
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</tr>
<tr>
<td>2001</td>
<td>7</td>
</tr>
<tr>
<td>2002</td>
<td>8</td>
</tr>
</tbody>
</table>
Appendix 3: Executive Remuneration and Senior Executive Performance Statement

Chief and Senior Executive Officers Level 5 or above

Each SES Officer in Premier’s Department develops an annual performance agreement which sets their principal responsibilities and tasks for the year. Each SES Officer undergoes a formal assessment with their supervisor of their outcomes against the performance agreement. The assessment also takes into account their personal contribution to achieving overall corporate objectives.

Dr Colin Gellatly
Director General

Appointed on 30 September 1996
SES Level 8
Remuneration on 30 June 2002: $327,865

The Premier indicated that during 2001/02 Dr Gellatly met the performance criteria established for the position of Director General of the Premier’s Department. The Director General supported the Premier in his role of Head of Government in New South Wales.

Specific achievements in 2001/02 were:

- Provided effective leadership to the Premier’s Department in meeting the policy and operational objectives of the Premier and the Government
- Provided leadership to the public sector, including chairing a number of important high level committees such as Chief Executives Committee, Government Asset Management Committee, Venue Management Taskforce, Rugby World Cup Taskforce, e-Government Committee, Arabic Youth Partnership Implementation Committee
- Successfully undertook role of Coordinator General on a range of strategic issues projects across New South Wales
- Focused Premier’s Department resources on ensuring a whole of government response by the public sector in addressing regional and rural issues
- Maintained a productive relationship with public sector unions in relation to industrial relations issues and Parliamentary assent of a new Public Sector Employment and Management Act.
Ms Robyn Kruk  
Deputy Director General  

Appointed on 30 November 1998  
SES Level 6  
Remuneration as at 30 June 2002: $283,540  

The Director General has expressed satisfaction with Ms Kruk’s performance throughout the period of her employment in the Department.  

Ms Kruk has successfully met the performance criteria contained in her performance agreement including the provision of high quality policy, operational and strategic advice, and coordination of government priorities.  

Significant achievements in 2001/02 included:  
- Facilitated the effective conduct of the Olympic and Paralympics through the reassignment of public sector staff and the development of appropriate service delivery plans across government  
- Promoted the development of regional service planning and implementation throughout NSW through the Regional Coordination Management Groups  
- Chaired the North Coast Flood Recovery Coordination Committee that worked with the local communities to progress recovery initiatives in 28 flood affected areas  
- Progressed the Government’s ongoing public sector reform agenda, including the review of the Public Sector Management Act and implementation of the wages agreement  
- Negotiated sector-wide wage agreements with public sector unions and assisted in the resolution of major industrial disputes  
- Reviewed the operation of Waste Services and developed legislation to facilitate the corporatisation of the agency  
- Reviewed governance structures and functions across various portfolios at the request of the Budget Committee of Cabinet  

In summary, Ms Kruk’s performance was outstanding in a year where there were significant challenges, including the government’s response to the flooding on the north coast of New South Wales.  

Dr Elizabeth Coombs  
Assistant Director General, Review and Reform  

Appointed on 22 August 2000  
SES Level 6  
Remuneration as at 30 June 2002: $203,940  

The Director General has expressed satisfaction with Dr Coombs’ performance throughout 2001/02.
Dr Coombs has successfully met the criteria of her performance agreement, including the provision of high quality policy, operational and strategic advice and coordination of government priorities.

Significant achievements in 2001/02 included:

- Successful completion of five performance reviews of agencies within the general government sector and one special review of the Asbestos Diseases Research Institute proposal. Two further performance reviews were started during the period and one special review on the Community Drug Action Strategy.
- Met and surpassed the target set for three year OH&S strategy with savings of $53 million per annum in Workers Compensation Deposit premiums achieved across the NSW public sector.
- Continued implementation of whole-of-government corporate services reform strategies such as the Shared Corporate Services Strategy, Electronic Self Delivery, and the Workforce Profile collection.
- Successful servicing and undertaking of work program for the Council on the Cost and Quality of Government.
- Successful introduction of a pilot online Expert System applied to the Public Service Management Act 1988 which was developed and tested in three agencies.

Mr Peter Loxton
Assistant Director General, Strategic Projects

Appointed on 29 September 1997
SES Level 5
Remuneration as at 30 June 2002: $210,615

The Director General has expressed satisfaction with Mr Loxton’s performance through 2001/02.

Specific achievements in 2001/02 included:

- Provided leadership and direction on project and issues management to Strategic Projects Division, and provided advice to the Premier and Director General.
- Drove Premier’s Department’s role in the coordination of a wide range of e-Government initiatives across the NSW public sector, including the development of a whole-of-government broadband strategy.
- Provided major input into the establishment and ongoing management of the Community Solutions and Crime Prevention Strategy, and chaired whole-of-community Taskforces in Miller, Kings Cross, Canterbury-Bankstown and Mt Druitt.
- Played an active role in population-based social and justice initiatives to improve outcomes for Aboriginal people in several locations throughout the State, as well as for Arabic-speaking and Pacific Islander youth in western Sydney.
• Led Premier’s Department’s implementation of the Drugs and Community Action Strategy and the Community Drugs Information Strategy
• Collaborated with business, the non-government sector, community and all levels of government in the delivery of many new economic and social initiatives at the local level through place management, and at the regional level through the activities of Regional Coordination Management Groups.

Appendix 4: Statements of Responsibility

Credit card usage

With one exception, the Director General certifies that credit card usage in the Department has met best practice guidelines in accordance with Premier’s Memoranda and Treasury Directions.

A breach of credit card usage policy was discovered during the year in the course of the Department’s standard checking procedures. The officer concerned was dismissed and subsequently charged by the police for misuse offences. The officer concerned repaid an amount that was agreed as having been misappropriated.

The Internal Audit Bureau was commissioned to review not only this particular case but also the overall control procedures and systems around the use of credit cards. A number of system changes have been introduced as a result of these reviews.

Appendix 5: Human Resource Statistics

Staff numbers

<table>
<thead>
<tr>
<th>EMPLOYMENT BASIS</th>
<th>TOTAL STAFF (NUMBER)</th>
<th>RESPONDENTS</th>
<th>MEN</th>
<th>WOMEN</th>
<th>ABORIGINAL PEOPLE &amp; TORRES STRAIT ISLANDERS</th>
<th>RACIAL, ETHNICAL, RELIGIOUS, ETHNO-RELIGIOUS MINORITY GROUPS</th>
<th>LANGUAGE FIRST SPOKEN AS A CHILD WAS NOT ENGLISH</th>
<th>PEOPLE WITH A DISABILITY</th>
<th>PEOPLE WITH A DISABILITY REQUIRING ADJUSTMENT AT WORK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>259</td>
<td>193</td>
<td>118</td>
<td>141</td>
<td>5</td>
<td>26</td>
<td>26</td>
<td>19</td>
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<tr>
<td>Temporary</td>
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<td>73</td>
<td>23</td>
<td>72</td>
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<td>Contract</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
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<tr>
<td>Full-time</td>
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<td>231</td>
<td>136</td>
<td>176</td>
<td>10</td>
<td>30</td>
<td>30</td>
<td>22</td>
<td>11</td>
</tr>
<tr>
<td>Part-time</td>
<td>42</td>
<td>35</td>
<td>5</td>
<td>37</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td></td>
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</tbody>
</table>

Note: Four full-time trainee and five casual positions are not included in this table.
### Appendix 6: Overseas Visits

<table>
<thead>
<tr>
<th>Date(s)</th>
<th>Name</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>18/5/02-21/5/02</td>
<td>Angelina Anassis</td>
<td>Planning support for East Timor’s National Steering Committee of independence celebrations</td>
</tr>
<tr>
<td>18/5/02-21/5/02</td>
<td>Brad Fitzmaurice</td>
<td>Represented NSW at East Timor independence celebrations</td>
</tr>
<tr>
<td>15/5/02-20/5/02</td>
<td>Col Gellatly</td>
<td>Represented NSW at East Timor independence celebrations</td>
</tr>
<tr>
<td>25/4/02-9/5/02 and 20/2/02-24/2/02</td>
<td>Margherita Tracanelli</td>
<td>Planning support for East Timor’s National Steering Committee of independence celebrations</td>
</tr>
<tr>
<td>13/4/02-21/4/02</td>
<td>Peter Loxton</td>
<td>To attend Microsoft Government Leaders’ Conference in Seattle</td>
</tr>
<tr>
<td>19/2/02-22/2/02</td>
<td>Nicholas Rowley</td>
<td>Accompany the Premier on official visit to Singapore</td>
</tr>
<tr>
<td>8/1/02-28/1/02</td>
<td>Matthew Strassberg</td>
<td>Accompany the Minister on study tour - Europe</td>
</tr>
<tr>
<td>15/12/01-18/12/01</td>
<td>Brad Fitzmaurice</td>
<td>Delivered Keynote Address to Government Conference, Fiji</td>
</tr>
<tr>
<td>26/11/01-8/12/01</td>
<td>Brad Fitzmaurice</td>
<td>AusAID - Funded Fiji Health Management Reform Project</td>
</tr>
<tr>
<td>5/10/01-8/10/01</td>
<td>Wayne Green</td>
<td>To attend meeting on Total Integrated Waste &amp; Sewerage System</td>
</tr>
<tr>
<td>20/9/01-4/10/01</td>
<td>Brett Johnson</td>
<td>Accompany the Premier on official visit to the United Kingdom and Germany</td>
</tr>
<tr>
<td>17/9/01-20/9/01</td>
<td>Andrew Ferris</td>
<td>International Federation of Parks and Recreation Administration (IFPRA), 19th World Congress, South Africa</td>
</tr>
<tr>
<td>8/9/01-17/9/01</td>
<td>Brett Reed</td>
<td>Research for safety in the Long-haul trucking industry - Europe</td>
</tr>
</tbody>
</table>
Appendix 7: Exceptional Movements in Employee Wages, Salaries or Allowances

A salary increase of 3% effective 1 January 2002 was paid to Senior Officers and clerical officers Grades 1-12. The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase in the minimum and maximum of the remuneration range for each of the eight SES levels, effective 1 October, 2001.

Appendix 8: Industrial Relations Policies and Practices

The department, its staff and the Public Service Association maintain a strong workplace Joint Consultative Committee (JCC) for further development and implementation of requirements under the framework award.

Appendix 9: Value of Recreation and Long Service Leave

On June 30 2002, the value of recreation leave was $4.252 million and long service leave was $8.309 million.

Appendix 10: Occupational Health and Safety

In early 2002 the Department began the process of establishing new consultative arrangements in accordance with legislative changes. The structure of the new Occupational Health and Safety (OH&S) Committee, to be established by September 2002, will comply with the guidelines outlined in the Workcover NSW Health and Safety Code of Practice (2001). These revised arrangements for consulting with staff about occupational health and safety matters was negotiated through the management representatives and Public Service Association workplace delegates that comprise the Joint Consultative Committee. The new OH&S Committee will comprise six employee representatives from designated workgroups and two management representatives, one of whom will be the Director General’s representative.

OH&S awareness and improvement programs were established during the year. Improvements were made to injury management procedures to allow for online injury notification to the Government Insurance Office and the department’s Return to Work Coordinator. An Evacuation Procedures training program for wardens in the new Bligh House premises was conducted and several individual staff attended First Aid Officer training programs. Several preventative programs were also piloted. A driver safety program was conducted for several regionally based staff and a Safe Driving Policy was issued. A voluntary influenza vaccination program was offered to staff and a Quit Smoking Program was conducted over several months during the midday work break. As in previous years, the Department provided employees with access to an Employee Assistance Program through a joint contract with Davidson-Trahaire, brokered by Central Corporate Services Unit for their client agencies.
Appendix 11: Equal Employment Opportunity

The Department’s 2001/02 EEO achievements and 2002/03 key result areas in relation to the EEO Outcomes Framework are:

1 Sound information base

2001/02 achievements

- EEO statistical data and Workforce Profile data was analysed and used in EEO planning
- The EEO data collection process was reviewed and revised to ensure that EEO data is requested from all Premier’s Department staff at entry on duty, (including permanent and temporary staff and those seconded for short terms)
- A supplementary EEO Survey was conducted across the Department to fill gaps in the data on record
- A major Climate Survey was conducted and qualitative data produced from it was used in EEO planning
- The Department’s EEO Management Plan was reviewed and new targets set.

2002/03 key result areas

- EEO statistical data from the Workforce Profile will be analysed to identify priorities regarding EEO group representation in the Department’s workforce
- The 2001 organisational Climate Survey results will be used to support relevant organisational development strategies and projects
- EEO issues raised through the Joint Consultative Committee and the Equity and Diversity Consultative Committee will be referred to the Board of Management for appropriate action.

2 Employee views are heard

2001/02 achievements

- The Department’s Equity and Diversity Consultative Committee met regularly and continued to involve staff across the department in developing and monitoring equity initiatives, e.g. Disability Action Plan
- A working party of staff from across the Department oversaw the design and conduct of the 2001 Climate Survey in collaboration with the Equity and Diversity Consultative Committee
- Staff at all levels participated in the annual corporate planning process through a facilitated intra-department staff planning session and by participating in workshops to develop work unit business plans
- Staff issues were canvassed through regular (monthly) meetings of the Joint Consultative Committee.
2002/03 key result areas

- Continue to improve the level of participation from staff at all levels and from all work units in EEO and equity initiatives, through the projects undertaken by the Equity and Diversity Consultative Committee
- Continue to include staff representation on all corporate planning and decision-making forums and structures.

3 EEO outcomes included in agency planning

2001/02 achievements

- EEO accountabilities were included in Business Plans, CEO and SES performance agreements, and supervisor and staff work plans
- EEO accountabilities were included in the revised Corporate Framework and integrated consistently into core business with performance indicators evident in all work unit business plans.

2002/03 key result areas

- EEO outcomes are integrated into core business through appropriate and specific EEO accountabilities in the EEO Management Plan being included in business plans, Chief Executive Officer and Senior Executive Service performance agreements, and supervisor and staff work plans.

4 Fair policies and procedures

2001/02 achievements

- Public sector leadership continued to be demonstrated by implementing a best practice Flexible Work Hours Agreement
- There were 70 instances recorded of staff accessing flexible work arrangements of family and community services leave for the purpose of observing religious duties and/or balancing family and community responsibilities
- The number of staff working part-time almost doubled from 17 in 2000/01 to 33 staff in 2002/03 (28 female and 5 male); 2 staff job-shared; and 5 staff accessed part-time leave without pay
- Staff continued to have access to the use of a family room and retreat room
- Employees working from home on a regular basis numbered 10, with 37 working from home on an occasional basis throughout the year.

2002/03 key result areas

- Ensure the continuing availability of a range of flexible work arrangements, i.e. part-time work, job sharing, working from home on a regular and occasional basis, flexible work hours
- Continue to promote and monitor uptake rates of flexible working arrangements
• Identification and removal of perceived and structural barriers to skill development and career progression by implementing job evaluation procedures as necessary; promoting the Learning Agreement element of the performance management systems, conducting Career Planning programs and monitoring the implementation of the Filling of Short Term Vacancies Policy.

5 Needs-based programs for EEO groups

2001/02 achievements
• The Department’s Aboriginal staff network was supported by the Equity and Diversity Consultative Committee
• Two of our corporate scholarships to the Public Sector Management Course were provided to female staff members and one of the two Executive Development Program scholarships was provided to a female staff member
• A Disability Access Auditing training program was conducted
• Training and development opportunities were provided equitably across the Department, including for EEO group members, facilitated by the Training and Development Strategy’s equity-based budget allocation formula
• The Department participated in a Gender Equity Study conducted by Sydney University.

2002/03 key result areas
• Participation in the Migrant Work Experience Program
• Continue to offer traineeships, internships and student placement and work experience opportunities
• Review of the Department’s Applicant Information Package
• Disability Awareness programs to be conducted across the Department and a program of disability access audits to be undertaken in work locations.

6 Managers and employees are informed, trained and accountable for EEO

2001/02 achievements
• EEO accountabilities were specified in the Performance Agreements of the Director General, Deputy and Assistant Director Generals and Directors and in the workplans or performance agreements of all supervisors
• The EEO Management Plan was available on the department’s intranet and key performance indicators notified to work units as part of the business plan template
• EEO principles and the EEO Outcomes Framework were promoted through the Induction Program and performance management system training programs
• Implementation of the EEO Management Plan was monitored and reported on by the Equity and Diversity Consultative Committee.
2002/03 key result areas

- EEO accountabilities will continue to be specified in the Performance Agreements of the Director General, Deputy and Assistant Director-Generals and Directors and supervisors’ work plans
- The Department’s Recruitment Information Package, Induction Program, performance management system and other relevant internal training programs are to be revised to strengthen EEO component
- The current EEO Policy and EEO Management Plan are available on the department’s intranet.

7 A workplace culture displaying fair practices and behaviours

2001/02 achievements

- A Climate Survey was conducted in November 2001 to assess staff perceptions of workplace culture and action plans were put in place in work units to address issues raised
- The Department’s Code of Conduct was reviewed and revised in consultation with staff
- A proportion of staff and managers were trained in implementing the performance management system (the Performance Feedback and Development [PFD] System in a fair and equitable manner
- Staff recruited during the year were made aware of the Department’s standards of conduct through the Induction Program, which was conducted four times during 2001/02.

2002/03 key result areas

- Grievance and Prevention of Harassment Policies and Procedures to be reviewed, vacant Grievance and Harassment Contact Officer positions to be filled and training program to be conducted for current and newly recruited Grievance and Harassment Contact Officers
- Design and implement an Equity and Diversity Awareness Program for managers and supervisors.

8 Improved employment access and participation by EEO groups

2001/02 achievements

- Traineeships under the 2000 by 2000 Strategy were provided for three young people in regional offices, two of whom are young Aboriginal people
- Two traineeships for young people with a disability were established in addition to the one permanent position already established for a person with a disability
- Representation of Aboriginal staff in the department increased to 3.9%, surpassing the government benchmark of 2%. 
2002/03 key result areas

- Review recruitment procedures to identify strategies to attract applicants with disabilities and those whose first language is other than English
- Monitor separation rates of EEO group members to ensure maintenance of current high rate of retention of EEO group members.

9 A diverse and skilled workforce

2001/02 achievements

- Representation of Aboriginal and Torres Strait Islander people significantly increased to 3.9% (1.7% in 2000/01) against the government target of 2%
- Increased the representation of people with a disability to 8% of the workforce (7% in 2000/01) against the government target of 12%
- Increased the representation of women to 59% of the workforce (57% in 2000/01) against the government target of 50%
- The distribution of all EEO groups across salary levels in the Department compared favourably with those in the public sector in general.

2002/03 key result areas

- Identify strategies to increase the representation of people whose language first spoken as a child was not English; people with a disability; and people with a disability requiring work-related adjustment
- Identify opportunities to promote and support the mobility of current Aboriginal and Torres Strait Islander staff across the Department
- Identify strategies to increase the representation of women in the Senior Officer and Senior Executive Service ranks.

Parliamentary Annual Report EEO tables (as at 30 June)

Table 1: Percent of total staff by level

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>TOTAL STAFF (NUMBER)</th>
<th>RESPONDENTS %</th>
<th>MEN %</th>
<th>WOMEN %</th>
<th>ABORIGINAL PEOPLE &amp; TORRES STRAIT ISLANDERS %</th>
<th>RACIAL, ETHNIC, ETHNO-RELIGIOUS MINORITY %</th>
<th>PEOPLE WHOSE LANGUAGE FIRST SPOKEN AS A CHILD WAS NOT ENGLISH %</th>
<th>PEOPLE WITH A DISABILITY %</th>
<th>PEOPLE WITH A DISABILITY REQUIRING ADJUSTMENT AT WORK %</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$27,606</td>
<td>12</td>
<td>92</td>
<td>17</td>
<td>83</td>
<td>27.3</td>
<td>9</td>
<td>9</td>
<td>36</td>
<td>18.2</td>
</tr>
<tr>
<td>$27,606-$40,535</td>
<td>56</td>
<td>48</td>
<td>71</td>
<td>29</td>
<td>4.3</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>$40,536-$51,293</td>
<td>60</td>
<td>77</td>
<td>22</td>
<td>78</td>
<td>6.8</td>
<td>9</td>
<td>9</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>$51,294-$66,332</td>
<td>84</td>
<td>87</td>
<td>31</td>
<td>69</td>
<td>6.8</td>
<td>16</td>
<td>16</td>
<td>7</td>
<td>4.1</td>
</tr>
<tr>
<td>&gt;$66,332 (non SES)</td>
<td>149</td>
<td>77</td>
<td>42</td>
<td>58</td>
<td>2.3</td>
<td>11</td>
<td>11</td>
<td>13</td>
<td>5.4</td>
</tr>
<tr>
<td>SES</td>
<td>23</td>
<td>48</td>
<td>65</td>
<td>35</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>TOTAL</td>
<td>384</td>
<td>73</td>
<td>41</td>
<td>59</td>
<td>3.9</td>
<td>11</td>
<td>11</td>
<td>8</td>
<td>3.6</td>
</tr>
<tr>
<td>ESTIMATED SUBGROUP TOTALS</td>
<td>282</td>
<td>159</td>
<td>225</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>33</td>
<td>14</td>
<td>3.6</td>
</tr>
</tbody>
</table>

Note: 5 Casual positions are not included in the total.
Table 2: Percent of total staff by employment basis

<table>
<thead>
<tr>
<th>EMPLOYMENT BASIS</th>
<th>SUBGROUP PERCENTAGE OF TOTAL STAFF IN EACH CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TOTAL STAFF (NUMBER)</td>
</tr>
<tr>
<td>Permanent Full-time</td>
<td>232</td>
</tr>
<tr>
<td>Permanent Part-time</td>
<td>27</td>
</tr>
<tr>
<td>Temporary Full-time</td>
<td>80</td>
</tr>
<tr>
<td>Temporary Part-time</td>
<td>15</td>
</tr>
<tr>
<td>Contract SES</td>
<td>24</td>
</tr>
<tr>
<td>Contract NON-SES</td>
<td>2</td>
</tr>
<tr>
<td>Training Positions</td>
<td>4</td>
</tr>
<tr>
<td>Retained Staff Casual</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>389</td>
</tr>
</tbody>
</table>

ESTIMATED SUBGROUP TOTALS

|                  | 285              | 162    | 222   | 16    | 45     | 45     | 35     | 16     |

Notes: Table 2 Figures for EEO groups other than women have been adjusted to compensate for non-response to the EEO data collection. EEO statistics reported in years prior to 1998 may not be comparable due to changes in the method of estimating EEO group representation.

Appendix 12: Ethnic Affairs Action Plan

Social justice

2001/02 outcomes

- Representation of people from diverse ethnic backgrounds has continued on key forums, including the Regional Communities Consultative Council, the Migration Heritage Centre Reference Group, the Capacity Building for Non-Government Organisations Reference Group, the Cabramatta Project Reference Group, the Canterbury-Bankstown Project Reference Group and on many local Community Drug Action Teams.
- The needs of people from diverse backgrounds are addressed in programs such as the Regional Coordination Program, Drugs & Community Action Strategy, the Community Drug Information Strategy and the Strengthening Local Communities Strategy.

2002/03 plans

The Strengthening Communities Unit of the Premier’s Department will continue to promote social justice through:

- Advising on best practice in community engagement
- Chairing many of the community stake-holder meetings for the Community Solutions and Crime Prevention Strategy
• Managing whole-of-government Place Projects on behalf of the NSW government
• Working closely with the Human Services CEOs cluster
• Providing advice and funding small grants to assist with capacity building in the non-government sector
• Engaging the NSW public sector in ‘triple bottom line’ approaches to performance and reporting.

Community harmony

2001/02 outcomes

The Migration Heritage Centre continued to facilitate collaborative initiatives between ethnic communities, cultural institutions and state government agencies to protect and promote the heritage of migration, and launched the following projects:

• The MHC website to preserve and share migration heritage across NSW
• Tune in to Fairfield – a multicultural driving tour in the Fairfield LGA
• Generate stage one – Youth culture and migration heritage in Western Sydney research findings
• Crossroads – the Jews of Shanghai – a multi-venue exhibition which preserves post World War II Jewish oral histories and archival material
• The Migration Heritage Toolkit – a package of tools and resources to enable migrant communities across NSW to identify and preserve their migration heritage
• CBD Tours – Education on the Move – a Sydney based learning program for schools on aspects of migration heritage
• Cultureworks – migration and working life – a research project into migrant communities in industrial migration heritage
• Women on Wheels – marketing MHC resources to women in rural NSW
• SPIRIT – Accessing the Art Gallery: The Expansion of Audiences and Cultural Change for Australian Art Museums – developing new strategies to attract and retain migrant audiences to NSW art galleries and museums.


Youth Partnership with Arabic Speaking Communities Project has the objectives of promoting the wellbeing of young people of Arabic speaking background; increasing parent support and education to help them prevent risk taking behaviour and providing children and young people with better learning opportunities and recreational activities for long term personal development to provide counselling and intensive support to families at risk.

Funding to date: A total of $3 million has been approved in enhancements for partnership initiatives. Outcomes to date include: Six Youth Liaison Teams have made connection with over 1000 young people in Bankstown, Parramatta, Auburn, Liverpool and Darling Harbour. 25,000 Arabic/English Parenting
magazines have been distributed and the Parent Line dealt with 81 calls. 18 Arabic speaking men and women with special interest in parenting have been recruited and trained by Bankstown Health as facilitators under the Parent Education Network project. Homework Plus centres have been established in 4 DET districts (Granville, St George, Bankstown and Liverpool). 150 boys in Punchbowl Boys High School have participated in ‘Machismo’ workshops about academic, social and life experiences as young men in society. Five young people have completed mentoring projects conducted through the Implementation Committee and over 500 community representatives and young people have participated in community forums and consultations.

**Cabramatta Project**

- **CityWatch**: Established in July 2001, CityWatch brings together local business, police and the community to develop solutions to local crime.
- In 2002/03, the active participation of residents and business is expected to continue to increase through the further development of ‘link groups’. These groups include members of a community interest group (for example, young people, the Khmer community), a police officer and a member of the Community Relations Commission. Led by Community Relations Commission & NSW Police.
- **Multicultural Drug Education Program**: This program will develop and implement drug education strategies targeting NESB families affected by drug abuse, to complement the existing drug information and education material available. The focus is on four language groups (Vietnamese, Khmer, Chinese and Lao). Commenced in 2001/02, the program will continue to progressively rollout in 2002/03. Led by NSW Premier’s Department.

**Cantebury-Bankstown Project**

The Reference Group for the project includes representatives from diverse community organisations. They provided input & feedback regarding the direction of the project.

**2002/03 plans**

**Migration Heritage Centre**

- Ensure representation of people from diverse ethnic backgrounds continue on key forums.
- Address the needs of people from diverse backgrounds in key programs and projects.
- The Migration Heritage Centre (MHC) is working on and will be completing the following projects:
  - **Male Domestic** – the art works of Post WWII European migrant men in Wollongong who were employed in heavy industries
  - **Cultureworks** – migration and working life – a research project into migrant communities in industrial migration heritage
  - **Generate** stage two — a multi-media art and performance event looking at contemporary migration heritage of migrant youth living in Western Sydney.
SPIRIT – Accessing the Art Gallery: The Expansion of Audiences and Cultural Change for Australian Art Museums – developing new strategies to attract and retain migrant audiences to NSW art galleries and museums

Children in Migrant Hostels – oral histories of adults who were children in migrant hostels in the 1950’s

Marriage Rites – Migrant cross cultural marriages and rites in NSW

Migrant Community Histories – the oral histories of migrants in the Canterbury LGA

There to Here – Young people participating in the Community Language Schools Program interview older migrants and write their stories in their heritage language and English on the MHC website

Kids Just Like Us – Refugee children participating in a program for NSW schools talking about what it means to be a refugee child


Youth Partnership with Arabic Speaking Communities Project

- A school-parent alliance program in partnership with the University of Western Sydney
- A school-based support program to target Condell Park High School
- An intensive family support service in Bankstown
- A range of sports recruitment drives and clinics
- A Youth Leadership Development Program developed in partnership with the University of Western Sydney
- Enhancement of the four education initiatives in Bankstown, Liverpool, Granville and St George districts.

1. **Gateways** - In-school case management alternative education program
2. **Machismo Program** - works with boys to improve communication skills
3. **School to Work Program** - promotes employment opportunities
4. **Homework Plus** - helps students with high absenteeism and truancy.

The Cabramatta Project

- Continued implementation of initiatives under the Cabramatta Anti-Drug Strategy and Stage 2 of the Cabramatta Project
- Place-focussed projects like this involve a joint commitment by a number of state and local government agencies and other organisations – and hence the lead agencies involved will vary for different initiatives. Key activities in 2002/03 which advance the Principles of Cultural Diversity include:

**Tourism:** A new Tourism Plan will be developed for Cabramatta, with the active participation of a range of community and business groups in the area.

This will build on existing initiatives such as the annual Moon Festival and the ‘Cabramatta Food Trails’ and, given the nature of the business and resident population of the area, promote cultural diversity. To be led by Fairfield City Council.
Employment, education and training: The Fairfield Employment & Education Pathways Communication Project is a Fairfield City Council project which will have support and assistance from the Cabramatta Project. It will facilitate entry/re-entry of young people into employment/training opportunities by providing a range of information and action learning experiences. Special community presentations, information kits, industry visits and ‘debriefings’ will be provided for the target group, with information and support provided in languages other than English. The primary target group comprises job seekers, school students at risk of not completing secondary education, school leavers and their parents. The project will focus on NESB young people who are unemployed or at risk of becoming unemployed and their families. To be led by Fairfield City Council.

Best practice in service delivery to NESB groups: NSW Premier’s Department will facilitate the identification and use of good practice principles in relation to direct service delivery and communication with NESB families, including use of interpreters and employment of bilingual workers for Cabramatta agencies. Led by the NSW Premier’s Department with The Community Relations Commission consulted on this work.

Canterbury-Bankstown Project

- Ensure representation from diverse community organisations on the Reference Group
- Continued consultation with representatives of diverse communities
- One of the major initiatives to be funded through Community Solutions is the Community Harmony Round Table that will bring together representatives of the significant communities of the area to:
  - Plan and implement community harmony strategies across cultural and generational boundaries
  - Develop cross-cultural peer mentoring for young people
  - Deliver leadership, mentoring and media training for community members and leaders
  - Enhance the capacity of community organisations to engage their communities towards the Round Table’s activities.
- Funding will be provided to partner with councils and FACS to extend an existing project to develop and distribute community harmony resources for employers and communities to run their own harmony building projects
- Participate in and contribute funds towards the NSW Partnership with Pacific Island Communities. The project will consult with the local community, implement relevant initiatives and contribute to the Department’s involvement in the Partnership & Fono more broadly. Within the partnership, a school-based family support initiative will be established across several schools in Canterbury-Bankstown targeting Pacific Island students and their families
- An employment education project will promote careers in the government and community sectors to young people of CALD communities and their families
- A community leadership/capacity building project will also target diverse communities.
Appendix 13: Disability Action Plan

The Department’s Disability Action Plan 2000 – 2002 was developed in accordance with Section 9 of the NSW Disability Services Act. The plan outlines the Department’s commitment to:

- ensuring people with disabilities have full access to all our services
- ensuring people with disabilities have maximum opportunities to use their skills and abilities within the Department
- providing appropriate adjustments for employees with disabilities.

The Department’s Equity and Diversity Consultative Committee continues to assist with the development and implementation of the Disability Action Plan in accordance with the NSW Government Disability Policy Framework. The priority areas for action in the plan are:

- physical access
- promoting positive community attitudes
- staff training
- information about services
- employment
- complaints procedures.

Key result areas of the plan are access, employment and services. Achievements against those key result areas are outlined below.

Access

Provision of physical access to Premier’s Department work locations and public events organised by the Department is standard practice.

Access to people with disabilities is addressed through:

- Electronic mail broadcasts to all staff are the preferred mode of information distribution as it improves accessibility to information to staff who are deaf or hearing impaired
- Equipment such as portable ramps, hearing loops, etc are available through the Office of the Director of Equal Opportunity in Public Employment (ODEOPE) to the Department and other government agencies
- Access audit training was conducted in August 2001 to improve knowledge and awareness of access issues across the Department. Eighteen employees participated in the training program
- Disability Awareness training courses were conducted for managers, supervisors, and employees to raise general awareness of issues affecting people with a disability
- A disability parking space outside Bligh House was provided by the City of Sydney for visitors with mobility parking permits.
Employment

- In early 2002, two trainees with disabilities commenced employment with the Department. Appropriate equipment was provided and adjustments made to meet their individual needs. The trainees will be offered permanent employment on the successful completion of their traineeships.
- Adjustment Policy for Employees with Disabilities is included in the Department’s manual and on the intranet.
- Appropriate adjustments are made for individual employees with a disability, including special equipment, job design, access, training and development.
- Flexible work arrangements for people with disabilities are available through the Department’s Flexible Work Hours Agreement.

Services

- The Premier’s Department website is being progressively improved for access to people who are blind or vision impaired. The website has now been assessed as satisfactory for people with low vision.
- Employment equity information is provided by ODEOPE to other government departments in appropriate formats and media for employees with disabilities.
- The Premier’s Department Community Builders website includes information and resources about adaptive technology and hyperlinks to related sites for people with disabilities.

Appendix 14: Action Plan for Women

The Premier’s Department continued to work with the Department for Women on the Action Plan for Women to ensure that women’s needs are recognised and addressed in government policies and services.

Ongoing initiatives were:

- The Boards and Committees Register – with the Department for Women continues to encourage women and other groups to join the register of people interested in serving on boards and committees. The register application form is available for download on the Premier’s Department website, www.premiers.nsw.gov.au.
- Participation in the Regional Prevention of Violence Against Women Strategy – this multi-agency initiative is auspiced by the Attorney General’s Department.
- Regional Employment Development with a Gender Focus – this project was established under the Department’s Regional Coordination Program. It aims to address the employment-related disadvantage experienced by women in regional, rural and remote communities and achieve real employment outcomes for women in these areas. It builds on previous work jointly undertaken with the Department for Women in Orange, which identified barriers specific for women to employment opportunities and participation.
Together with these projects there were key elements of several program and project initiatives undertaken within Premier’s Department, which impacted significantly on women in local communities. These include:

**Community Solutions Program**
- New collaborative service arrangements between government agencies and non-government agencies to look at domestic and family violence and family support issues
- Physical amenities and public space improvements to increase community safety
- Community leadership and mentoring programs.

**Strengthening Local Communities Strategy**
- Leveraging improved community health, family support and children’s services in the local community
- Improving the local network of services responding to domestic violence
- Facilitating new employment opportunities through better access to jobs and new social enterprise
- Leveraging new and better use of existing youth arts, sport and community services.

**Port Kembla Community Renewal and Safety Project**
- Providing safe and community acceptable options for street sex workers, in conjunction with enterprise development and new human services outlets.

**Capacity Building for Non-Government Agencies Project**
- One element of the government’s commitment to establish a Compact with the community and voluntary sectors (of which women occupy up to 80% of employment in these sectors). Areas addressed include:
  - Information technology and management
  - Pooled purchasing of goods and services
  - Locally based technical advice with financial management, legal issues, governance, and human resources.

**International Year of Volunteers 2001**
- A research project assessing, from a regional perspective the experience of volunteers in the provision of human services in NSW. Undertaken in partnership with Council of Social Service of NSW, Department for Women, Premiers’ Department, UWS and UTS.

**Youth Partnership Initiative – May Be Baby Project**
- Locally planned pregnancy prevention and positive parenting initiative operated by the Mid North Coast Division of General Practice.

**Safe Chix Project**
- Operated in conjunction with Manly Council focusing through a play, on young women forming healthy and safe relationships.
Drugs and Community Action Strategy – Spiked Drinks

- Public awareness campaign targeting young women in relation to sexual assault perpetrators using spiked drinks.

Appendix 15: Freedom of Information

During 2001/02, the Premier’s Department received 46 Freedom of Information applications, compared with 21 in 2000/01. There were no applications brought forward from 2000/01. Of the 46 applications received by the Premier’s Department:

- Two were before the Administrative Decisions Tribunal as at 30 June 2002
- Four were still being processed and were carried forward into 2002/03
- Seven were withdrawn
- Eight were granted in part
- Thirteen were refused, ten because no such documents existed, and three because documents were exempt
- Ten were granted in full
- Two were applications transferred to another agency.

The number of applications has more than doubled compared with the previous reporting period. During 2001/02 compliance with the provisions of the Freedom of Information Act 1989 had no significant impact on the administration of the Premier’s Department, and no major compliance issues or problems arose. One inquiry was made by the Ombudsman in respect of one application. There were six internal reviews conducted during the reporting period. There were two appeals lodged with the Administrative Decisions Tribunal (ADT) during the reporting period. These appeals had not been finalised by the ADT as at the end of the reporting period (30 June 2002).

This statistical summary is set out in accordance with the provisions of the Freedom of Information Act 1989, the Freedom of Information Regulation 2000 and the Premier’s Department FOI Procedure Manual.

Number of new FOI Requests

<table>
<thead>
<tr>
<th>FOI REQUESTS</th>
<th>PERSONAL</th>
<th>OTHER</th>
<th>TOTAL</th>
<th>2000/01 PERSONAL</th>
<th>2000/01 OTHER</th>
<th>TOTAL 2000/01</th>
</tr>
</thead>
<tbody>
<tr>
<td>New (inc 0 transferred in)</td>
<td>2</td>
<td>44</td>
<td>46</td>
<td>2</td>
<td>19</td>
<td>21</td>
</tr>
<tr>
<td>Brought forward</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total to be processed</td>
<td>2</td>
<td>44</td>
<td>46</td>
<td>2</td>
<td>21</td>
<td>23</td>
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<tr>
<td>Completed</td>
<td>1</td>
<td>30</td>
<td>31</td>
<td>1</td>
<td>19</td>
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<tr>
<td>Transferred out</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>1</td>
<td>6</td>
<td>7</td>
<td>1</td>
<td>1</td>
<td>2</td>
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<tr>
<td>Total finalised</td>
<td>2</td>
<td>38</td>
<td>40</td>
<td>2</td>
<td>21</td>
<td>23</td>
</tr>
<tr>
<td>Before ADT</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unfinished (carried forward)</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>44</td>
<td>46</td>
<td>2</td>
<td>21</td>
<td>23</td>
</tr>
</tbody>
</table>
What happened to completed requests

<table>
<thead>
<tr>
<th>RESULT OF FOI REQUEST</th>
<th>PERSONAL</th>
<th>OTHER</th>
<th>TOTAL</th>
<th>2000/01 PERSONAL</th>
<th>2000/01 OTHER</th>
<th>TOTAL 2000/01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Granted in full</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>1</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Granted in part</td>
<td>1</td>
<td>7</td>
<td>8</td>
<td>0</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Refused</td>
<td>0</td>
<td>13</td>
<td>13*</td>
<td>0</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Deferred</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Completed</td>
<td>1</td>
<td>30</td>
<td>31</td>
<td>1</td>
<td>19</td>
<td>20</td>
</tr>
</tbody>
</table>

*Of the 13 applications refused, 10 were as a result of documents not being held by the Department.

Ministerial Certificates

There were no Ministerial Certificates issued during this reporting period.

Formal consultations

Number of requests requiring formal consultations – 5

<table>
<thead>
<tr>
<th>FORMAL CONSULTATIONS</th>
<th>PERSONAL</th>
<th>OTHER</th>
<th>2000/01 PERSONAL</th>
<th>2000/01 OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>7</td>
</tr>
</tbody>
</table>

Amendment of personal records

There were no requests for amendments of personal records.

Notation of personal records

There were no requests for notation of personal records.

FOI applications granted in part or refused

Basis for refusing access: (13 applications refused, 8 granted in part)

<table>
<thead>
<tr>
<th>BASIS FOR PARTIAL ACCESS OR REFUSAL.</th>
<th>PERSONAL</th>
<th>OTHER</th>
<th>TOTAL</th>
<th>2000/01 PERSONAL</th>
<th>2000/01 OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>$19 (incomplete, wrongly addressed)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$22 (deposit not paid)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$25(1)(a1) (diversion of resources)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$25(1)(a) (exempt)</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>$25(1)(b), (c), (d) (info otherwise available)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>$28(1)(b) (docs not held)</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>$24(2) (exceed 21 day limit, deemed refusal)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$31(4) (released to medical practitioner)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>13</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
</tbody>
</table>
Note – The figures in this section need not reconcile with the figures in Section B because more than one reason may be cited for refusing access or partially allowing FOI requests. For example, a determination may simultaneously allow access in full to some documents, claim an exemption over other documents and refuse other segments of the same FOI application on the basis that certain documents are not held.

### Costs and fees of requests processed

<table>
<thead>
<tr>
<th>ALL COMPLETED REQUESTS</th>
<th>ASSESSED COSTS</th>
<th>FOI FEES RECEIVED</th>
<th>ASSESSED COSTS 2000/01</th>
<th>FOI FEES RECEIVED 2000/01</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$2490</td>
<td>$1860</td>
<td>$1270</td>
<td>$1010</td>
</tr>
</tbody>
</table>

### Discounts allowed

<table>
<thead>
<tr>
<th>TYPE OF DISCOUNTS ALLOWED</th>
<th>PERSONAL</th>
<th>OTHER</th>
<th>PERSONAL 2000/01</th>
<th>OTHER 2000/01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Interest</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Financial hardship – pensioner/child</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Financial hardship – non-profit org</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Significant corrections to personal records</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Days to process, by application (for all requests, except those before ADT and carried over to 2002/03)

<table>
<thead>
<tr>
<th>ELAPSED TIME</th>
<th>PERSONAL</th>
<th>OTHER</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PERSONAL 2000/01</td>
<td>OTHER 2000/01</td>
<td>TOTAL 2000/01</td>
</tr>
<tr>
<td>0 – 21 days</td>
<td>2</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>22 – 35 days</td>
<td>0</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Over 35 days</td>
<td>0</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>TOTALS</td>
<td>2</td>
<td>38</td>
<td>40</td>
</tr>
</tbody>
</table>

### Processing time, by completed application

<table>
<thead>
<tr>
<th>PROCESSING HOURS</th>
<th>PERSONAL</th>
<th>OTHER</th>
<th>PERSONAL 2000/01</th>
<th>OTHER 2000/01</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 10 hours</td>
<td>2</td>
<td>10</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>11 – 20 hours</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>21 – 40 hours</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Over 40 hours</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTALS</td>
<td>2</td>
<td>38</td>
<td>1</td>
<td>19</td>
</tr>
</tbody>
</table>

### Reviews and appeals, by application

<table>
<thead>
<tr>
<th>REVIEWS AND APPEALS</th>
<th>2001/02</th>
<th>2000/01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of internal reviews finalised</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Number of Ombudsman reviews finalised</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Number of District Court/ADT appeals lodged</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Number of District Court/ADT appeals finalised</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Details of internal review results

<table>
<thead>
<tr>
<th>BASIS OF INTERNAL REVIEW</th>
<th>PERSONAL</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>UPHELD</td>
<td>VARIED</td>
</tr>
<tr>
<td>GROUNDS ON WHICH INTERNAL REVIEW WAS REQUESTED</td>
<td>2001/02</td>
<td>2000/01</td>
</tr>
<tr>
<td>Access refused</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Deferred</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Exempt matter</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unreasonable charges</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Charge unreasonably incurred</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Amendment refused</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

FOI Applications lodged with Ministers’ offices

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

The following report has been compiled by the Premier’s Department on the basis of returns supplied and prepared by each Minister’s office.

During the reporting period, the following Ministers’ offices reported that no FOI applications had been received:

- Minister for Health
- Minister for Agriculture and Corrective Services
- Minister for Gaming and Racing, and Minister Assisting the Premier on Hunter Development
- Minister for Mineral Resources and Minister for Fisheries
- Minister for Community Services, Minister for Ageing, Minister for Disability Services, Minister for Juvenile Justice and Minister Assisting the Premier on Youth
- Minister for Land and Water Conservation and Minister for Fair Trading.

The following Ministers’ offices processed FOI applications in this reporting period, and are designated in brackets for the following tables thus:

- The Premier, Minister for the Arts and Minister for Citizenship (p)
- Deputy Premier, Minister for Planning, Minister for Aboriginal Affairs and Minister for Housing (h)
- The Treasurer, Minister for State Development and Vice President of the Executive Council (t)
- Attorney General, Minister for the Environment, Minister for Emergency Services and Minister Assisting the Premier on the Arts (ag)
- Special Minister of State, Minister for Industrial Relations, Assistant Treasurer, Minister Assisting the Premier on Public Sector Management and Minister Assisting the Premier for the Central Coast (ir)
- Minister for Transport and Minister for Roads (r)
• Minister for Information Technology, Minister for Energy, Minister for Forestry and Minister for Western Sydney (ws)
• Minister for Education and Training (e)
• Minister for Local Government, Minister for Regional Development and Minister for Rural Affairs (lg)
• Minister for Public Works and Services, Minister for Sport and Recreation and Minister Assisting the Premier on Citizenship (pw)
• Minister for Small Business, Minister for Tourism and Minister for Women (sb)
• Minister for Police (pol).

* Note – the office of the former Minister for Education and Training, the Hon John Aquilina MP had an incomplete FOI application before that office at 30 June 2001, as reported in the 2000/01 Premier’s Department Annual Report at page 94. The Premier’s Department has been advised that this FOI was determined prior to the changes in the Ministry during 2001/02 and that the application was refused on the basis that no documents were held. Days to process this application were 21-35 days, processing time was 11-20 hours. Consequently, the carried over application from the former Minister for Education and Training, was not processed by the current office of the current Minister for Education and Training and has not been counted in the returns prepared by the current Minister for Education and Training.

Advice has been received by the Premier’s Department that the office of the former Minister for Community Services, Minister for Ageing, Minister for Disability Services and Minister for Women, The Hon. Faye Lo Po MP dealt with three FOI applications in the reporting period prior to the reallocation of Ministers’ responsibilities, and therefore are not to be included in the FOI statistics of either the current Minister for Community Services, Minister for Ageing, Minister for Disability Services, Minister for Juvenile Justice and Minister Assisting the Premier on Youth, or the Minister for Small Business, Minister for Tourism and Minister for Women. Of the three applications dealt with, one application was granted in full, one application was granted in part and one application was refused on the basis that no documents were held.

Advice has been recieved that any FOI applications to the office of the former Minister for Police, the Hon. Paul Whelan MP, have been included in the statistical returns of the current Minister for Police, the Hon. Michael Costa MLC.

These returns reflect the current Ministry.

### Number of new FOI requests – Ministers’ Offices

<table>
<thead>
<tr>
<th>FOI REQUESTS</th>
<th>PERSONAL</th>
<th>OTHER</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>New (inc transferred in)</td>
<td>4 (ag), 1 (sb)</td>
<td>3 {p}, 5 (pol), 3 (ag), 2 (ir), 1 (t), 2 (pw), 3 (h), 7 (r), 3 (e), 2 (lg), 1 (ws)</td>
<td>3 (p), 5 (pol), 7 (ag), 2 (ir), 1 (t), 2 (pw), 1 (st), 3 (h), 7 (r), 3 (e), 2 (lg), 1 (ws)</td>
</tr>
<tr>
<td>Brought forward from 2000/01</td>
<td>0</td>
<td>1 (e)*, 1 (t), 1 (h)</td>
<td>1 (e)*, 1 (t), 1 (h)</td>
</tr>
<tr>
<td>Total to be processed</td>
<td>4 (ag), 1 (sb)</td>
<td>3 {p}, 5 (pol), 3 (ag), 2 (ir), 2 (t), 2 (pw), 4 (h), 7 (r), 3 (e), 2 (lg), 1 (ws)</td>
<td>3 (p), 5 (pol), 7 (ag), 2 (ir), 2 (t), 2 (pw), 1 (st), 4 (h), 7 (r), 3 (e), 2 (lg), 1 (ws)</td>
</tr>
<tr>
<td>Completed</td>
<td>2 (ag), 1 (sb)</td>
<td>3 {p}, 3 (pol), 3 (ag), 2 (ir), 1 (t), 2 (pw), 4 (h), 5 (r), 3 (e), 2 (lg), 1 (ws)</td>
<td>3 (p), 3 (pol), 5 (ag), 2 (ir), 1 (t), 2 (pw), 1 (st), 4 (h), 5 (r), 3 (e), 2 (lg), 1 (ws)</td>
</tr>
<tr>
<td>Transferred out</td>
<td></td>
<td>1 (tr)</td>
<td>1 (tr)</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>2 (ag)</td>
<td>1 (pol)</td>
<td>2 (ag), 1 (pol)</td>
</tr>
<tr>
<td>Total processed</td>
<td>4 (ag), 1 (sb)</td>
<td>3 {p}, 4 (pol), 3 (ag), 2 (ir), 1 (t), 2 (pw), 4 (h), 6 (r), 3 (e), 2 (lg), 1 (ws)</td>
<td>3 (p), 4 (pol), 7 (ag), 2 (ir), 1 (t), 2 (pw), 1 (st), 4 (h), 6 (r), 3 (e), 2 (lg), 1 (ws)</td>
</tr>
<tr>
<td>Unfinished (carried forward)</td>
<td></td>
<td>1 (tr), 1 (pol), 1 (t)</td>
<td>1 (tr), 1 (pol), 1 (t)</td>
</tr>
</tbody>
</table>
What happened to completed requests – Ministers’ offices

<table>
<thead>
<tr>
<th>RESULT OF FOI REQUEST</th>
<th>PERSONAL</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Granted in full</td>
<td>2 (ag)</td>
<td>2 (pol), 2 (ag), 2 (pw), 2 (h), 1 (r), 2 (e), 1 (lg).</td>
</tr>
<tr>
<td>Granted in part</td>
<td>1 (sb)</td>
<td>1 (ir), 2 (r), 1 (ws)</td>
</tr>
<tr>
<td>Refused</td>
<td></td>
<td>3 (p), 1 (pol), 1 (ag), 1 (ir), 1 (t), 2 (h), 2 (r), 1 (e), 1 (lg).</td>
</tr>
<tr>
<td>Deferred</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completed</td>
<td>2 (ag), 1 (sb)</td>
<td>3 (p), 3 (pol), 3 (ag), 2 (ir), 1 (t), 2 (pw), 4 (h), 5 (r), 3 (e), 2 (lg), 1 (ws).</td>
</tr>
</tbody>
</table>

Ministerial Certificates issued – Ministers’ offices

Nil

Formal consultations – Ministers’ offices

Number of requests requiring formal consultation: 1 (ag), 1 (lg)

Requests for amendment of personal records – Ministers’ offices

Nil

Requests for notation of personal records – Ministers’ offices

Nil

FOI Requests granted in part or refused – Ministers’ offices

<table>
<thead>
<tr>
<th>BASIS FOR PARTIAL ACCESS OR REFUSAL</th>
<th>PERSONAL</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>$19 (incomplete, wrongly addressed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$22 (deposit not paid)</td>
<td></td>
<td>1 (h)</td>
</tr>
<tr>
<td>$25(1)(a) (diversion of resources)</td>
<td></td>
<td>1 (h)</td>
</tr>
<tr>
<td>$25(1)(a) (exempt)</td>
<td>1 (sb)</td>
<td>1 (ag), 1 (lg)</td>
</tr>
<tr>
<td>$25(1)(b), (c), (d) (info otherwise available)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$28(1)(b) (docs not held)</td>
<td></td>
<td>3 (p), 1 (pol), 2 (r), 1 (t), 4 (r), 1 (e), 1 (ws).</td>
</tr>
<tr>
<td>$24(2) (exceed 21 day limit, deemed refusal)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$31(4) (released to medical practitioner)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note – the total need not reconcile with the refused requests total as there may be more than one reason cited for refusing an individual request.
Costs and fees of requests processed – Ministers’ offices

<table>
<thead>
<tr>
<th>ALL COMPLETED REQUESTS</th>
<th>ASSESSED COSTS</th>
<th>FOI FEES RECEIVED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$90 (p), $90 (pol), $150 (ag), $60 (ir), $30 (l), $60 (pw), $30 (sb), $90 (h), $150 (e), $60 (lg), $30 (ws).</td>
</tr>
</tbody>
</table>

Discounts allowed – Ministers’ offices

There were no discounts allowed in this reporting period.

Days to process, by completed application – Ministers’ offices

<table>
<thead>
<tr>
<th>ELAPSED TIME</th>
<th>PERSONAL</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 21 days</td>
<td>2 (ag), 1 (sb).</td>
<td>2 (p), 2 (ag), 1 (t), 1 (pw), 1 (h), 2 (t), 3 (e), 2 (lg).</td>
</tr>
<tr>
<td>22 – 35 days</td>
<td>1 (pol).</td>
<td>1 (t).</td>
</tr>
<tr>
<td>Over 35 days</td>
<td>1 (p), 2 (pol), 2 (h), 2 (t), 1 (ws).</td>
<td></td>
</tr>
<tr>
<td>TOTALS</td>
<td>2 (ag), 1 (sb).</td>
<td>3 (p), 3 (pol), 3 (ag), 2 (t), 1 (l), 2 (pw), 4 (h), 5 (t), 3 (e), 2 (lg), 1 (ws).</td>
</tr>
</tbody>
</table>

Processing time, by application – Ministers’ offices

<table>
<thead>
<tr>
<th>PROCESSING HOURS</th>
<th>PERSONAL</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 10 hours</td>
<td>2 (ag).</td>
<td>3 (p), 1 (pol), 3 (ag), 1 (ir), 1 (t), 2 (pw), 3 (e), 2 (lg).</td>
</tr>
<tr>
<td>11 – 20 hours</td>
<td>1 (sb).</td>
<td>2 (h).</td>
</tr>
<tr>
<td>21 – 40 hours</td>
<td>1 (t), 2 (h), 5 (t), 1 (ws).</td>
<td></td>
</tr>
<tr>
<td>Over 40 hours</td>
<td>2 (pol).</td>
<td></td>
</tr>
<tr>
<td>TOTALS</td>
<td>2 (ag), 1 (sb).</td>
<td>3 (p), 3 (pol), 3 (ag), 2 (t), 1 (l), 2 (pw), 4 (h), 5 (t), 3 (e), 2 (lg), 1 (ws).</td>
</tr>
</tbody>
</table>

Reviews and appeals, by application – Ministers’ offices

<table>
<thead>
<tr>
<th>REVIEWS AND APPEALS</th>
<th>2001/02</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of internal reviews finalised</td>
<td>N/A*</td>
</tr>
<tr>
<td>Number of Ombudsman reviews finalised</td>
<td>N/A*</td>
</tr>
<tr>
<td>Number of District Court/ADT appeals lodged</td>
<td>1 (t), 1 (pol – refers to two applications).</td>
</tr>
<tr>
<td>Number of District Court/ADT appeals finalised</td>
<td>0</td>
</tr>
</tbody>
</table>

*FOI applications for Ministers’ documents are not subject to Internal Review (s.51 refers); * The NSW Ombudsman has no jurisdiction to investigate determinations relating to Ministers’ documents (s.52 (5)(b) refers).
Statement of Affairs

Under the Freedom of Information Act 1989, each NSW Government department and agency is required to publish an annual Statement of Affairs. The statement in this report describes the structure and functions of the Premier’s Department, how these functions affect the public and how the public can participate in the Department’s policy development. Additionally, the Statement of Affairs requires the inclusion of the Department’s categories of documents and how these can be accessed or amended by members of the public.

Structure and Functions

The purpose of the Premier’s Department is to support the Premier, as head of the government, to achieve its objectives. The primary responsibility therefore, is to serve and advise the Premier as the head of government and the head of the state’s administration. The structure of the Premier’s Department is detailed elsewhere in this Annual Report. Information on the structure and functions of the Premier’s Department is also available publicly by visiting the Premier’s Department website, www.premiers.nsw.gov.au.

Effect of functions on members of the public

The functions of the Premier’s Department have an effect on members of the public through the provision of services. These services include the management of state resources, improving management practices across the public sector, achieving government policies, providing information and specialised services such as policy development and coordination to serve the people of NSW.

Public participation in policy development

Members of the public are able to participate in the policy development process within the Premier’s Department. The Premier’s Department can be contacted by mail to GPO Box 5341 Sydney NSW 2001, by telephone on 02 9228 5947 or by fax on 02 9228 5249. Information about electronic access to the Premier’s Department (Internet and email) can be obtained by visiting www.premiers.nsw.gov.au.

Categories of documents held by the Department

All policy documents of the Premier’s Department are published every six months in the Summary of Affairs. A copy of the Summary of Affairs can be obtained from the Government Gazette or by visiting www.premiers.nsw.gov.au.

Categories of documents include:

- policy documents and correspondence including Memoranda and Circulars
- documents on internal administration of the Department
- policy and planning documents which assist the Premier.
Accessing and amending the Department’s documents

Documents may be accessed in several ways, including access via the Internet at [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au), by contacting the relevant officer identified in the Summary of Affairs, or by contacting the Manager FOI and Privacy.

Applications for access to documents under the provisions of the Freedom of Information Act 1989 should be in writing, accompanied by the $30 application fee and directed to:

Mr Simon Carroll  
Manager FOI and Privacy  
Premier’s Department  
Level 32, Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000  
Ph 02 9228 4441  
Fax 02 9228 4421

Applications to amend documents relating to a person’s own personal affairs may also be made to the Manager FOI and Privacy.

Appendix 16: Publications

Public Sector Management Office

Publications issued in 2001/02

- NSW: Reforming the Public Sector, August 2001
- Public Sector Management Course Newsletter
- Emerging Directions in Public Sector Management in NSW, Australian Journal of Public Administration, June 2002
- 2001 Premier’s Public Sector Awards – Nominations and winners
- 2002 Premier’s Public Sector Awards – Guidelines and nomination form
- Aboriginal Employment in Practice – Guidelines and nomination form

Issued prior to 2001/02

- Improving Aboriginal Employment Outcomes within the NSW Public Sector (jointly with Office of the Director of Equal Opportunity in Public Employment)
- Looking for Work with the NSW Government: Information for our Diverse Community (jointly with Office of the Director of Equal Opportunity in Public Employment)
- NSW Executive Capabilities
- NSW Government Job Vacancy Advertising Procedures
- Personnel Handbook (2000 revision) — Internet version only
- SES Guidelines: a manual for Senior Executive Service Administrators & Officers (2000 update) — Internet version
• Staying in Town — Government Services and Resources in Country NSW
• Aboriginal Employment Equity Plan
• Access to Published Information — Laws, Policies and Guidelines
• Alcohol and Other Drugs: Policy and Guidelines
• Briefing on current employee relations issues in the NSW public sector Chief Executive Officer Performance Agreement Guidelines
• Commonly Asked Questions Under the Framework
• Code of Conduct and Ethics for Public Sector Executives
• Consultative Arrangements Policy and Guidelines
• Directions for Public Sector Reform in NSW — Discussion Paper
• Employer Communication Devices and the Protocol for Acceptable Use of the Internet and Electronic Mail Use
• Employer Sponsored Child Care: Policy and Guidelines
• Flexible Working Hours Across the Public Sector Information Sheets
• Employee Housing Policy: Policy and Guidelines
• Employment Health Assessment
• Family and Community Service Leave, Personal/Career’s leave and flexible use of other leave entitlements
• Harassment Free Workplace: Policy and Guidelines
• Implementation of National Training Packages: a toolkit for NSW Government Agencies
• Interim and Final Report for Pilot of Public Sector Management Course Conducted in Fiji for AUSAid
• Managing Displaced Employees Policy
• Managing and Supporting Attendance at Work
• Mature Workforce: Policy and Guidelines
• Performance Management: Policy and Guidelines
• Salary Packaging of Superannuation, Employer Guidelines
• SES Guidelines: a manual for Senior Executive Service Administrators & Officers
• Strategies for Flexible Workplace Arrangements
• Towards Best Practice — Successful Customer Service
• Traineeships 2000 by 2000 Strategy
• You and the Workforce Management Centre
• Overview of the Redeployment Process
• Getting Your New Job
• Q & A Common Questions (and some answers)
• Redeployment Policy
• Voluntary Redundancy Policy
• Working Together in the NSW Public Sector — Guidelines for Collaboration and Integrated Services
Ministerial and Parliamentary Services

Publications issued in 2001/02
- Appointing People with Disability to Public Sector Boards, Councils and Committees — Pamphlet
- NSW Boards and Committees: Premier's Department Register — Application Form
- Guidelines for the Engagement and Use of Consultants
- Guidelines on Overseas Projects

Strategic Projects Division

Publications issued in 2001/02
- Capacity Building for NGO Project — Progress Report (June 2002)
- Greasing the Wheels — Migration Heritage Centre and Sydney Harbour Foreshore Authority activity pack for teachers
- A Tapestry of Beliefs and Ideals — Migration Heritage Centre and Sydney Harbour Foreshore Authority activity pack for teachers
- Education on the Move: Sydney Learning Adventures Schools Program 2002 to 2003 — Migration Heritage Centre and Sydney Harbour Foreshore Authority brochure
- Pack Your Bags — Migration Heritage Centre and Sydney Harbour Foreshore Authority activity pack for teachers
- It's Only a Game! — Migration Heritage Centre and Sydney Harbour Foreshore Authority activity pack for teachers
- Going, Going, Gone — Migration Heritage Centre and Sydney Harbour Foreshore Authority activity pack for teachers
- Red and Gold — Sydney’s Chinatown — Migration Heritage Centre and Sydney Harbour Foreshore Authority activity pack for teachers
- Migration Heritage Centre Website Stories — Migration Heritage Centre postcard
- Drugs and Community Action Strategy And Community Drug Action Teams Information Sheet (June 2002)
- Drugs and Community Action — Website Information Card (May 2002)
- Cabramatta Anti-Drug Strategy — the first 12 months. Information Sheet (May 2002)
- Working with the Media — A Commonsense guide for communities taking action to address drug-related issues. (May 2002)
- Drug Action — NSW Community Drug Strategies Newsletter (September 2001)
- Drug Smart Information Card (May 2002)
- Community Builders NSW Brochure (April 2002)
- Youth Partnership with Arabic Speaking Communities Information Sheet (June 2002)
- MHC NEWS — Migration Heritage Centre quarterly newsletter (April 2002)
- MHC NEWS — Migration Heritage Centre newsletter (April 2002)
- Migration Heritage Toolkit — Migration Heritage Centre card (March 2002)
- Audit of Community Leadership Initiatives - Prepared by UTS Shopfront and Issued by Strategic Projects Division Strengthening Communities Unit (February 2002)
- Drug Community Action Strategy (DCAS) Special Fund Guidelines 2001/02 (August 2001)
- Information Sheet on Youth Partnership with Arabic Speaking Communities (October 2001)
- Youth Partnerships with Arabic Speaking Communities Newsletter (October 2001)
- Education on the Move: Sydney Learning Adventures Schools Program — Migration Heritage Centre and Sydney Harbour Foreshore Authority brochure (November 2001)
- Tune into Fairfield City: A multicultural Driving Tour – Migration Heritage Centre and Fairfield City council audio tape cassette or CD with printed guide (September 2001)
- GENERATE: Youth Culture and Migration Heritage in Western Sydney (November 2001)
- generate: the popular culture of middle eastern and asian youth – Migration Heritage Centre and Institute (June 2001)
- MHC NEWS – Migration Heritage Centre quarterly newsletter (September 2001)
- MHC NEWS – Migration Heritage Centre quarterly newsletter (December 2001)
- Capacity Building for NGOs Project – Framework for Action
- Drug Action NSW Community Drug Strategies Newsletter Spring edition (November 2001)
- Drug Action NSW Community Drug Strategies Newsletter Winter edition (August 2001)
- Framework for Action — Capacity Building for Non-Government Organisations (NGO) (July 2001)
- Central Coast Moving Forward Strategy 2001-2002 (July 2001)
- Central Coast Moving Forward Report 2001 – 2002 (July 2001)
- People Place and Partnerships Conference — A NSW Government and Community Conference 22-23 March 2001- Papers (July 2001)
- Communitybuilders.nsw website brochure (July 2001)
- Cabramatta Anti-Drug Strategy Information Sheet (6 versions; English, Spanish, Chinese, Vietnamese, Khmer and Lao) (July 2001)
- Local Community Drug Action Teams Information Sheet
- Cabramatta Update 1 tri-language publication (English, Vietnamese, Chinese) (September 2001)
Issued prior to 2001/02
- International Year of Volunteers — IYV Community Guide (March 2001)
- NSW Strategic Agenda for International Year of Volunteers (March 2001)
- The Migration Heritage Centre New South Wales: A Cultural Heritage Exchange brochure (May 2001)
- NSW After the Drug Summit — Pamphlet (June 2001)
- 1999/00 Regional Communities Consultative Annual Report — including RCCC project reports: Aboriginal Consultation Report; Supporting Older people in Smaller Communities Report; Beyond desolation — understanding suicide in rural NSW Report (2001)
- Drug Action NSW Community Drug Strategies Newsletter Autumn edition (June 2001)
- Drugs and Community Action Strategy Information Sheet (June 2001)

Infrastructure Coordination Unit

Publications Issued in 2001/02
- Working with Government — Policy for Privately Financed Projects, November 2001
- Working with Government — Guidelines for Privately Financed Projects, November 2001
- Working with Government — Emerging PFP Opportunities, November 2001
- Charter — New South Wales Infrastructure Council (Information Sheet), November 2001

Issued prior to 2001/02

State Administration Services

Publications Issued in 2001/02

Office of Protocol
- The State Table of Precedence
- The Emblem Book of New South Wales

Review and Reform Division

Publications Issued in 2001/02
- Overview Report for the NSW Public Sector Workforce Profile 2000
- The NSW Public Sector Workforce Profile 2002 — Data Specifications Workbook
- Corporate Services Provider Criteria – June 2002
- Overview of NSW Government Services 1995-2000
Office of the Director of Equal Opportunity in Public Employment

Publications Issued in 2001/02

Aboriginal People & Torres Strait Islanders
- Guidelines: Aboriginal & Torres Strait Islander Cadetship Program for the NSW Public Sector (2001)
- Poster: Aboriginal & Torres Strait Islander Cadetship Program for the NSW Public Sector (2002)
- Brochure: An Invitation to Indigenous Students to Participate in the Aboriginal & Torres Strait Islander Cadetship Program (2001)
- Brochure: Information for NSW Public Sector Agencies: Aboriginal & Torres Strait Islander Cadetship Program (2001)
- Fair Ways: Aboriginal & Torres Strait Islander Cadetship Program: Invitation to Managers to Participate (2001)

Careers

Diversity
- Fair Ways: Migrant Career Development Program: for People with Overseas Skills and Training (2001)
- Fair Ways: Migrant Career Development Program: Invitation to Managers to Gain Skilled Staff (2001)

EEO Statistics Reports
- 2000 Comparative Tables (set of 4) (2001)

General EEO Information

People with a Disability
- Brochure: Information for NSW Public Sector Agencies: Traineeships for People with a Disability Program (2001)
- Brochure: Invitation to Become a Trainee in the Traineeships for People with a Disability Program (2001)
- Fair Ways: Traineeships for People with a Disability Program: Information for Agencies (2001)
Work and Family

• Brochure: Maternity Leave for Employees of the NSW Government (2002)

Issued prior to 2001/02

Aboriginal People & Torres Strait Islanders

• Booklet: Yarnin’ Up: Aboriginal People’s Careers in the NSW Public Sector (2001)
• Resource Book: Aboriginal Employment in Practice for the NSW Public Sector (2000)
• Fair Ways Newsletter: Aboriginal Reconciliation (2000)

Annual Reports (see also EEO Statistics Reports)

• Advancing Equity: Report to the Premier by the Director of Equal Opportunity in Public Employment (2000)

Careers

• Resource Book: I Have the Skills, Do You Have the Job?: Productive Diversity in the Migrant Work Experience Program (2001)
• Fair Ways Newsletter: Skillmax Program (2000)

EEO program development

• Booklet: Strengthening EEO: A Focus on Outcomes for University EEO Practitioners (2001)
• Brochure: EEO for University Executives (2001)

EEO statistics reports

• Report: Advancing Diversity: EEO Statistical Profile of the NSW Public Sector for 1999 $20 + $2 GST (2001)
• 1999 Comparative Tables (set of 4) (2001)
• 1998 Comparative Tables (set of 4) (2000)

General EEO information


Grievance handling

People with a disability

• Information Sheet: Directory of Community Employment Services for People with a Disability (2001)

Women

• Booklet: The Changing Roles of Women: Strong Women, Strong Communities (2001)
Work and family

- Brochure: Nanbaree Child Centre (2001)
- Poster: Nanbaree Child Centre (2001)

Further Information


Appendix 17: Code of Conduct

In April 2002 ICAC issued new guidelines for public sector Codes of Conduct. The Department commenced its review of the Code of Conduct in June 2002. The draft code was developed following a review of the Codes of Conduct of several other Australian and overseas public sector agencies. Staff of the Department will be consulted as part of the review process and the final drafting of the Code of Conduct will be made in accordance with the guidelines issued by ICAC and completed in late 2002.

Results from the Department’s Workplace Climate Survey, conducted in late 2001 indicate a high degree of satisfaction with the Department as a workplace that has high standards of ethical practice.

Appendix 18: Guarantee of Service

Corporate Planning

To ensure that customer needs are met, the Department’s business plans are outcomes oriented. The Department’s corporate planning framework provides the structure for divisional business plans, performance agreements and staff work plans.

The key result areas are:

- Improve public sector performance
- Meet the key challenges, opportunities and priorities
- Support the machinery of government
- Excel in people and resource management within Premier’s Department.

Commitment to service

The Premier of NSW has committed the government to being responsible to members of the public by:

- Consulting with them and listening to their needs
- Providing them with value for money services.

The Premier’s Department gives policy advice to the Premier and ensures that Government decisions are implemented throughout the public service.
An important initiative was the regional service delivery planning program to assist in the equitable access by all rural and regional communities to government services in NSW.

The executive continues through the Management Board, to closely monitor the turnaround timeframe for answering letters. To ensure timely responses to ministerial and agency correspondence, the interim benchmark is set at an 85 per cent ‘responded on time’ target and a 21 day turnaround.

**Appendix 19: Consumer Response**

While most of the Department’s work is directed internally within the public service, members of the public regularly request information about the whole range of government services.

The Department remains committed to providing courteous and prompt assistance and maintains a telephone information line for members of the public seeking advice on government services – (02) 9228 5947. An email request for information point is also available on the Department’s website.

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

**Appendix 20: Account Payment Performance**

**Aged analysis at the end of each quarter**

<table>
<thead>
<tr>
<th>QUARTER</th>
<th>CURRENT (IE WITHIN DUE DATE)</th>
<th>LESS THAN 30 DAYS OVERDUE $</th>
<th>BETWEEN 30 DAYS AND 60 DAYS OVERDUE $</th>
<th>BETWEEN 60 DAYS AND 90 DAYS OVERDUE $</th>
<th>MORE THAN 90 DAYS OVERDUE $</th>
</tr>
</thead>
<tbody>
<tr>
<td>September Quarter</td>
<td>60,847</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>December Quarter</td>
<td>273,579</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>March Quarter</td>
<td>86,792</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>June Quarter</td>
<td>757,943</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Accounts paid on time within each quarter**

<table>
<thead>
<tr>
<th>QUARTER</th>
<th>TOTAL ACCOUNTS PAID ON TIME</th>
<th>TOTAL AMOUNT PAID $</th>
</tr>
</thead>
<tbody>
<tr>
<td>September Quarter</td>
<td>88% 91% 12,407,117</td>
<td></td>
</tr>
<tr>
<td>December Quarter</td>
<td>88% 89% 11,944,795</td>
<td></td>
</tr>
<tr>
<td>March Quarter</td>
<td>88% 85% 12,229,435</td>
<td></td>
</tr>
<tr>
<td>June Quarter</td>
<td>88% 90% 41,126,754</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>QUARTER</th>
<th>TOTAL ACCOUNTS PAID ON TIME</th>
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</tr>
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<tbody>
<tr>
<td>September Quarter</td>
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</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>June Quarter</td>
<td>88% 90% 41,126,754</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 21: Investment Management Performance

The Department’s surplus cash is automatically placed with the Treasury banking system which manages total government funds.

Appendix 22: Events with a Significant Effect on the Succeeding Year after the Balance Date

No event had a significant effect on the balance date.

Appendix 23: Response to Significant Matters raised in the Outgoing Audit Reports

No significant matters were raised in the ongoing audit reports, but as mentioned previously two internal audit reviews were commissioned following the Department finding that an officer had misused his Department credit card. The reviews have led to a series of changes in the processes and systems for reconciliation of credit card expenditures.

Appendix 24: Risk Management

Risk Management and Insurance

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

A number of other organisations come under the Premier’s Department for risk management and insurance purposes. These include the Australia Day Council and the independent Pricing Tribunal.

Fundamental changes to Treasury Managed Fund policy, introduced by Treasury during 1994/95, led to the introduction of a ‘hindsight adjustment’ arrangement under which premium contributions made in past years are retrospectively adjusted to reflect actual claims performance.

The reorganisation of the Premier’s Department over time, and the retrospective impact of hindsight adjustment, effectively prevent valid comparison of premium contributions between years.

In the case of the NSW WorkCover scheme the industry benchmark represents the predicted claims in an industry expressed as a percentage of wages.
The Premier’s Department 2001/02 WorkCover premium was $164,913 which was an increase of $35,891 over the previous year. Nevertheless this was still 6 per cent lower than the industry benchmark. The recently paid 2002/03 premium was 9.7% less than the industry benchmark.

The Department’s relatively good performance with workers compensation matters is attributable to the fact that claims continue to be relatively minor and are managed quickly. This is further reflected in:

- The recent receipt of a positive premium hindsight adjustment of $72,429 for the 1998/99 fund year
- The average cost per claim of $2,341 compared with the fund average of $9,696 in 2000/01
- The fact that the Department experiences an injury pattern which is consistently different to that of the fund as a whole. The Department has had no mental stress claims as compared to the fund as a whole where mental stress is the second most costly incident.

Benchmarking in the case of motor vehicles reflects the experience of similar vehicles in the private sector. The premium for the Premier’s Department motor vehicle cover for 2001/02 was $99,788 being 37.9% above the fund benchmark. This is however an improvement on the previous year where the premium contributions were 59.5% in excess of the benchmark.

In the recently paid 2002/03 premium further improvement has been achieved with the contribution exceeding the benchmark by 26.9%.

In an ongoing strategy to improve its motor vehicle performance the Premier’s Department piloted a safe driver training program with 6 staff during the year. Following a positive evaluation of this program it is proposed to conduct follow-up programs with other staff. The Department has also commenced updating its motor vehicle policy with the intention of gaining further improvements in its motor vehicle management and performance.

**Appendix 25: Major Asset and Land Disposal**

During the year there were no Acquisitions or Disposals of Major Assets.

**Appendix 26: Major Assets other than Land Holding**

Minor operational assets, mainly computer related, were acquired with offsetting disposals.

**Appendix 27: Controlled Entities**

The Premier’s Department has no controlled entities.
Appendix 28: Consultants

Consultancies over $30,000

<table>
<thead>
<tr>
<th>CONSULTANT</th>
<th>PROJECT</th>
<th>AMOUNT $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maunsell Australia Pty Ltd</td>
<td>Independent financial appraisal of primary timber haulage roads in the Macquarie Region ($13693.75 recouped from other agencies)</td>
<td>$30,000</td>
</tr>
<tr>
<td>CMG Admiral</td>
<td>Security audit for Police Complaints Case Management Programs</td>
<td>$99,980.46</td>
</tr>
<tr>
<td>Opticom Australia</td>
<td>Police Complaints Case Management</td>
<td>$44,480</td>
</tr>
<tr>
<td>Mercer Human Resource Consulting</td>
<td>Independent evaluation of CEO position descriptions. Amount in total of all costs throughout the year.</td>
<td>$45571.73</td>
</tr>
<tr>
<td>Centre for International Economics</td>
<td>Analysis and proposal for a pricing model as part of the restructure of the Central Corporate Services Unit</td>
<td>$73687.50</td>
</tr>
<tr>
<td>Nicholas Clarke and Associates</td>
<td>Feasibility study for a training levy in the building and construction industry</td>
<td>$32,250</td>
</tr>
<tr>
<td>Dover Consulting Pty Ltd</td>
<td>Advise on the multi-user infrastructure required for the Austeel steel mill at Newcastle and prepare tender documents</td>
<td>$52,593.34</td>
</tr>
<tr>
<td>Forebeck Pty Ltd</td>
<td>Review potential to create knowledge-based regional economy.</td>
<td>$35,784.52</td>
</tr>
<tr>
<td><strong>TOTAL OVER $30,000</strong></td>
<td></td>
<td><strong>$414,347.55</strong></td>
</tr>
<tr>
<td>Consultancies were under $30,000 for a total of 12 projects totalling</td>
<td></td>
<td><strong>$144,186.35</strong></td>
</tr>
</tbody>
</table>

Appendix 29: Electronic Service Delivery

In line with Cabinet’s decision to ensure that all appropriate government services and publications are available online for both community and agency use, the Department has upgraded its website and provided additional documents, handbooks and policy documents free to the community and agencies.

The site includes the Personnel Handbook, Senior Executive Service Guidelines Manual, Freedom of Information Manual as well as Ministerial Memoranda and Premier’s Department Circulars for 1990/02. The number of documents on the website continues to grow year by year. A major upgrade of the website is planned for launch in mid 2003.

E-Procurement

The Central Corporate Services Unit (CCSU), a business unit within the Department of Public Works and Services, is contracted to provide corporate services functions to the Premier’s Department.

In support of the NSW Government’s Electronic Procurement Implementation Strategy, CCSU and Premier’s Department worked closely during the year to jointly implement key electronic procurement and financial system reforms. Premier’s Department was selected to pilot new procurement processes for later application by other CCSU client agencies.
In November 2001 CCSU conducted a business process reengineering review of the procurement process within four of its client agencies. The findings from this review led to a more detailed study of procurement arrangements across Premier’s Department cost centres and provided an implementation plan to progress procurement reform and improve financial management information.

In order to meet best practice objectives, CCSU is now implementing, in consultation with Premier’s Department, system and technology changes necessary for transition to an electronic procurement structure.

The introduction of online stationery ordering across Premier’s Department commenced in April 2002. The timing of its implementation has assisted procurement reforms and will facilitate the introduction of e-marketplace, planned for late in 2002, where Premier’s Department will again assist with early system trials.

**Appendix 30: Energy Performance**

Government agencies are required to establish an energy management plan and to report energy consumption. This requirement is necessary under the Government’s Greenhouse Action Plan. The Premier’s Department energy manager works closely with the Department of Public Works and Services and other GMT and Bligh House agencies to better manage their use of energy.

The Department uses electricity for its office accommodation and fuel for its vehicle fleet. Most of the department’s staff are located in Governor Macquarie Tower and Bligh House. Offices are also located in outer metropolitan and regional New South Wales. Overall cost of electricity consumption was $169,909.02.

Motor services are provided for Ministers, Parliamentary Secretaries, Officers of GMT agencies and other Government bodies in relation to those for the Department’s own business needs. The fleet contains a number of prestige vehicles for protocol purposes, is modern and fuel efficient, mostly using unleaded fuel. All vehicles are purchased through the State Contract.

The Department’s total fuel consumption was $391,372 litres averaged over 181 vehicles.
## Appendix 31: Representation on Significant Departmental Committees

### Management Board
**Executive Forum to address corporate and general departmental issues**

**Management Representatives**
- Col Gellatly (Chair)
- Elizabeth Coombs
- Carol Davies
- Peter Duncan
- Brad Fitzmaurice
- Robyn Kruk
- Peter Loxton
- Chris Oxenbould
- Les Quinell
- David Roden
- Alex Smith

**Staff Observers**
- Brendan Barry
- Jackei Parry
- Adrianna Mortier
- John Gordon
- Frank Constable
- Shandar Odmar
- Daphne Delliou

### Joint Consultative Committee
**Facilitates communication between management, staff and unions in matters affecting the workplace**

**Management Representatives**
- Col Gellatly
- Carol Davies
- Brad Fitzmaurice
- Robyn Kruk
- Peter Loxton
- Les Quinell
- Chris Raper
- David Roden

**Staff Representatives**
- Merillyn Grey
- Vivienne Porzsolt
- Paul Petersen
- Graeme Gandy
- Kathy Tribe
- Colleen Kremer
- Kerrie Butson

### Equity and Diversity Committee

**Susan Hayes (Chair)**
- Paula Castile
- Caroline Davidson
- Rosalind Eather
- Jane Elliot
- David Hill
- Norma Ingram
- Adriana Mortier
- Debbie Nelson
- Trevor Barnes
- Frances Parker
Appendix 32: Significant Organisations with a Department Representative

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Chair(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aboriginal &amp; Torres Strait Islander Employment Network</td>
<td>Col Gellatly (Chair), Lynette Thorstensen</td>
</tr>
<tr>
<td>Aboriginal Affairs CEOs Group</td>
<td>Peter Loxton</td>
</tr>
<tr>
<td>Aboriginal Affairs Taskforce on Improved Service Outcomes</td>
<td>Julie Moore (Chair), Di Fruin</td>
</tr>
<tr>
<td>Aboriginal Cadetship Project</td>
<td>Lynette Thorstensen</td>
</tr>
<tr>
<td>Aboriginal Community Development Program Steering Committee</td>
<td>Norma Ingram, Lynette Thorstensen, Debbie Nelson</td>
</tr>
<tr>
<td>Aboriginal Economic Development Working Group</td>
<td>Kate Dundas (Chair), Deb Nelson, Greg Ella</td>
</tr>
<tr>
<td>Aboriginal Employment in Practice Support Strategy</td>
<td>Anjali Boronowskis</td>
</tr>
<tr>
<td>Ageing and Disability Association (Central Coast)</td>
<td>Debbie Nelson, Julie Moore</td>
</tr>
<tr>
<td>Anti-Discrimination Board Advisory Committee</td>
<td>Elizabeth Fletcher</td>
</tr>
<tr>
<td>Anti-Discrimination Board Womens' Consultations</td>
<td>Col Gellatly (Chair), Wayne Green</td>
</tr>
<tr>
<td>Aquaculture Steering Committee</td>
<td>Maureen Chapman</td>
</tr>
<tr>
<td>Armidale Women’s Housing Group Incorporated</td>
<td>Bruce Robinson, Andrea Fernandes</td>
</tr>
<tr>
<td>Australia and New Zealand Chinese History and Heritage Workshop Committee</td>
<td>Chris Oxenbould</td>
</tr>
<tr>
<td>Australia Rail Track Corporation Working Group</td>
<td>Les Quinnell, William Parsons (alternate)</td>
</tr>
<tr>
<td>Australian Bravery Decorations Council</td>
<td>Maureen Chapman</td>
</tr>
<tr>
<td>Boggabilla/Goondiwindi Place Management Committee</td>
<td>Col Gellatly (Chair)</td>
</tr>
<tr>
<td>Building and Construction Industry – Training Levy Feasibility Study Management Team</td>
<td>Maureen Chapman</td>
</tr>
<tr>
<td>BVET Pathways Management Committee</td>
<td>Kate Dundas</td>
</tr>
<tr>
<td>BVET Regional Projects Assessment Panel</td>
<td>Bill Dunbar</td>
</tr>
<tr>
<td>Cabling Underground Committee</td>
<td>Lynette Thorstensen (Chair), Cathy Noble</td>
</tr>
<tr>
<td>Cabramatta Project Reference Group</td>
<td>Bruce Robinson</td>
</tr>
<tr>
<td>Carnivale Council</td>
<td>David Roden, Greg Sutherland (alternate)</td>
</tr>
<tr>
<td>Central Agencies Reference Group for Regional Service Delivery</td>
<td>Elizabeth Coombs</td>
</tr>
<tr>
<td>Central Agency Reference Group</td>
<td>Kate Dundas</td>
</tr>
<tr>
<td>Central Sydney Operations Group</td>
<td>Robyn Kruk (Chair)</td>
</tr>
<tr>
<td>CEO Working Group Boral Greystanes Estate</td>
<td>Col Gellatly (Chair)</td>
</tr>
<tr>
<td>Chief Executive Officers’ Group on Police Reform</td>
<td>Col Gellatly</td>
</tr>
<tr>
<td>Chief Executives Committee</td>
<td>Col Gellatly (Chair), Royn Kruk</td>
</tr>
<tr>
<td>Community Drug Information Strategy Working Group</td>
<td>Peter Loxton (Chair), Lynette Thorstensen</td>
</tr>
<tr>
<td>Community Drug Strategies Team-Drugs Taskforce Training Committee</td>
<td>Lynette Thorstensen, Yvonne Korn</td>
</tr>
<tr>
<td>Community Renewal Directions Group (Hunter)</td>
<td>Anjali Boronowskis</td>
</tr>
<tr>
<td>connect.nsw strategy on Integrated Government</td>
<td>Ken Dray</td>
</tr>
<tr>
<td>Construction Policy Steering Committee</td>
<td>Chris Oxenbould</td>
</tr>
<tr>
<td>Contract Management Board Committee (Hire Cars &amp; Buses)</td>
<td>John Rixon</td>
</tr>
<tr>
<td>Contract Management Committee for Sector Wide Media Monitoring Contract</td>
<td>Karen Howell</td>
</tr>
<tr>
<td>Corporate Services Reform Peer Review Committee</td>
<td>Col Gellatly (Chair), Elizabeth Coombs</td>
</tr>
<tr>
<td>Council of the Order of Australia</td>
<td>Col Gellatly, Les Quinnell (alternate)</td>
</tr>
<tr>
<td>Council on the Cost and Quality of Government</td>
<td>Percy Allan (Chair), Col Gellatly, Elizabeth Coombs</td>
</tr>
<tr>
<td>Crime Prevention Advisory Committee (Maitland/Cessnock)</td>
<td>Anjali Boronowskis</td>
</tr>
<tr>
<td>Crime Prevention Senior Officers’ Group</td>
<td>Lynette Thorstensen</td>
</tr>
</tbody>
</table>
Criminal Justice CEOs Standing Committee
Criminal Justice System Modelling Working Party
Culture and Recreation Service Sector Working Party
DPWS jobs.nsw website Steering Committee
Drugs and Community Action Strategy Working Group
Drugs Senior Officers’ Coordinating Committee
Drugs Taskforce Training Committee
E-marketplace Sub Committee
Elsa Dickson Aboriginal Employment Steering Committee
Employment Equity Specialists’ Association
Ethics Working Party
FreightCorp Industrial Relations Working Group
GMT Occupational Health and Safety Forum
Government Access Program Operations Group
Government Access Program Steering Committee
Government Asset Management Committee
Government Coordination Committee for Gay Games 2002
Government Home Page Govlink Steering Committee
Government Libraries and Information Network
Graffiti Strategy Taskforce (CEO’s Group)
Greater Western Sydney Economic Development Board
Greater Western Sydney Regional Coordination Management Group
GSAS Selection Committee for HR/Payroll Systems
Human Services CEO Better Service Delivery Taskforce
Human Services CEOs Group
Human Services Information Management Group
Illawarra Advantage Fund Management Committee
Illawarra Regional Development Board
Industrial Relations Consultative Committee
Injury Risk Management Centre Board
Inter-Governmental Committee on Drugs (IGCD)
International Parks Strategic Partners
Local Management Committee, PSMC
Lower Hunter Local Area Command Aboriginal Consultative Council
Management of Intellectual Property Working Group
Meals on Wheels Association IT Support for HACC Services Project
Migrant Skills and Qualifications Advisory Committee
Migration Heritage Centre Project Management Group
Moree Place Management Committee
Motor Vehicle Review Working Group
Multicultural Affairs Forum
Museums Galleries Foundation Multicultural Reference Group
Nanbarree Child Care Centre Management Committee

Col Gellatly
Kate Dundas
Andrea Fernandes
Jo Grisard, Carol Davies, Frank Constable
Lynette Thorstensen (Chair), Yvonne Korn, Liz Junck
Lynette Thorstensen (Chair)
Lynette Thorstensen, Yvonne Korn, Tahn O’Brien
Elizabeth Coombs
Debbie Nelson, Julie Moore
Adrianna Mortier
Kate Dundas (Chair)
Chris Raper, Elizabeth Casey
David Roden (Mgt Rep)
Vivian Hanich
Col Gellatly (Chair), Kate Dundas
Elizabeth Coombs, Jo Grisard
Chris Oxenbould, Paul Clark, Chair, Sharon Boyd
Elizabeth Coombs, Jo Grisard
Lyn Nassir
Kate Dundas, Greg McDowall
Lynette Thorstensen, Christine Pedder
Maria Visotina, Rob Lennon, Zenaida Bautista
Maria Visotina
Jo Grisard (Chair)
Lynette Thorstensen
Peter Loxton
Carolyn Leigh
Mark Roberts
Mark Roberts
Col Gellatly, Chris Raper, Robyn Kruk (Chair - Minister for Industrial Relations)
Robyn Kruk (Chair)
Yvonne Korn
Peter Duncan
Debbie Nelson, Paula Dewis, Carol Davies
Anjali Baronowskis
Kate Dundas (Chair), Jennifer Perry, Cris Mauros, Caireen Urquhart
Carolyn Leigh
Di Fruin, Frank Constable, Caroline Davidson, Subra Jayahanthan
Bruce Robinson
Maureen Chapman (Deputy Chair)
Bob Costello (Chair), Robert Horrocks
Antonietta Natali
Bruce Robinson
David Roden (Chair)
National Board of Public Sector Management Course
National Ilicit Drug Campaign Implementation Network
National Prevention Agenda Expert Steering Committee
Natural Resources Research Taskforce
Natural Resources Service Centre Pilot Operations Group
New Year's Eve 2000 Government Coordination Committee
Northern Rivers Regional Strategy Management Committee
NSW Graffiti Strategy CEOs Group
NSW Health Aboriginal Employment Steering Committee
NSW Health Equity Committee
NSW Health EEO Steering Committee
NSW Interdepartmental Committee on Migrant Settlement
NSW Local Management Group, Public Sector Management Course
NSW Major Events Board
NSW Public Sector Aboriginal Coordinators Forum
NSW Public Sector Chief Executives Forum
NSW Public Sector Small Agencies Chief Executives Committee
NSW Public Sector Industry Training Advisory Board
NSW Water Safety Task Force
NSW Work and Family Taskforce
NSW/QLD Cross Border Committee
NSW/Victoria Border Anomalies Committee
Our Environment — It's A Living Thing Reference Group
Parramatta Economic Development Board
Penrith Lakes Funding and Management Working Group
Police Complaints Case Management System (PCCM)
Premier's Department/NSW Vice Chancellors' Conference Strategic Initiatives Group
Procurement Council – Senior Officers Group
Productive Diversity Network — DET
Protected Disclosures Steering Committee
Public Sector Management Course Redesign Committee
Public Sector Management Act Review Steering Committee
Public Sector Quality Network Steering Committee
Public Sector State Records Advisory Committee
Public Sector Traineeship Strategy Advisory Group
Public Service Commissioners Conference
Public Service Commissioners Management Development Group
Public Service Commissioners, Human Resource Directors Group
Public Service Education and Training Australia Incorporated National Training Package Reference Group
Public Service Education Australia Incorporated Board
Public Works and Services Equity Oversight Committee
Redfern/Waterloo Project Reference Group
Regional Coordination Management Group (Central Coast)
Regional Coordination Management Group (Hunter)
Regional Coordination Management Group (Illawarra)

Kate Dundas (Chair)
Yvonne Korn, Tahn O'Brien
Yvonne Korn
Robyn Kruk, Gail May
Kate Dundas (Chair)
Col Gellatly (Chair), Peter Loxton, Sharon Boyd
Jacqueline Parry
Peter Loxton, Lynette Thorstensen
Debbie Nelson, Julie Moore
Carol Davies
Carol Davies, Antonietta Natoli
Caroline Davidson
Kate Dundas (Chair)
Col Gellatly, Paul Clark
Debbie Nelson (Chair), Julie Moore
Carol Davies
Carol Davies
Kate Dundas (Chair)
David Roden
Kate Dundas, Donna Vaughan
David Roden (Joint Chair), Craig White
David Roden (Joint Chair), Maret Hegh
Lynette Thorstensen
Rob Lennon
Rob Lennon
Frank Constable (Chair)
Col Gellatly (Chair), Peter Loxton
Elizabeth Coombs
Subra Jayahanthan
Robert Horrocks
Kate Dundas
Carol Davies
Gail May
Coleen Kremer
Kate Dundas, Frank Constable
Col Gellatly
Kate Dundas (Chair)
Kate Dundas
Cathy Peters
Col Gellatly
Carol Davies
Lynette Thorstensen, Ros Eather
Leoni Baldwin
Ben Chard
Mark Roberts
Regional Coordination Management Group (New England/North West)
Regional Coordination Management Group (North Coast)
Regional Coordination Management Group (Riverina/Murray)
Regional Coordination Management Group (South East)
Regional Coordination Management Group (Coastal Sydney)
Regional Coordination Management Group (5th Western Sydney)
Regional Coordination Management Group (Western Sydney)
Regional Coordination Management Group (Western)
Regional Coordination Management Group Chairs
Regional Forums Australia Program Steering Committee (NE/NW NSW)
Regional Infrastructure Inter—agency
Registered Training Organisations (Government Agencies)
Reskilling for Careers in Information Technology Interagency Working Group
Review of Compliance Reporting Steering Committee
Review of Disability Services — Statewide Steering Committee
Review of SafeFood Production NSW (Kerin) Committee
Rugby World Cup 2003 Task Force
Senior Officers Coordinating Committee on Drugs
Senior Officers Group on Office of the Protective Commission, Office of the Public Guardian and the Public Trust Office
Senior Officers Infrastructure Coordination Group
Smaller Agencies CEO’s Executive
South Western Sydney Human Services Regional Managers and CEO’s Interagency
Standing Advisory Committee for Protection Against Violence
State Contracts Control Board
State Infrastructure Strategic Plan Steering Committee
Steel Industry Steering Committee
Strategic Events Committee
Strategic Management Framework Working Party
Sydney Urban Parks Education Research Group
Sydney Olympic Park Authority, Parklands Advisory Committee
Sustainable Development Network
Taskforce on Mature Age Employment (NSW Committee on Ageing)
Tertiary Qualifications for Financial Managers Working Party
Traineeships for People with Disabilities Steering Committee
Urban Release Areas Infrastructure Funding Taskforce
Urban Release Areas Senior Advisors Group
Waste Services Corporatisation Implementation Committee
Western Sydney Human Services Senior Officer’s Group
Working Party on Implementing the Recommendations of the Independent Review of HealthQuest
Working with Government Taskforce

Maureen Chapman
Jacqueline Parry
Ross O’Shea
Colin Steele
Sharon Boyd
Maria Visotina
Rob Lennon
Ross O’Shea, Jo-Anne Lawrence
Paul Clarke (Chair)
Maureen Chapman
Kate Dundas (Co-Chair)
Cathy Peters
Anne Melano (Chair), Di Fruin
Robyn Kruk (Chair), Jennifer Parry
Col Gellatly (Chair), Robyn Kruk, Bruce Grimshaw
Frank Greathead
Col Gellatly, Kevin Simmonds
Lynette Thorstensen, Yvonne Korn
Peter Connelly, Suzanne Case
Chris Oxenbould (Chair), Bill Dunbar, Chris Wilson
Kate Dundas, Peter Duncan
Elizabeth Coombs, David Roden (alternate)
William Parsons
Kate Dundas (Chair)
Kirstie Allen (Chair), Hugh Smith
Col Gellatly (Chair), Wayne Green
Peter Loxton, Paul Clark
Judith Wilthers
Peter Duncan (Chair)
Peter Duncan
Lynette Thorstensen
Caroline Davidson
Robyn Kruk (Chair)
Carol Davies, Paul Jenkin
Kirstie Allen
Bill Dunbar
Robyn Kruk (Chair), Chris Raper, Cathy McInnes
Rob Lennon
Frank Constable

Directorships

National Public Administration Industry Training Advisory Body
Public Service Education and Training Australia

David Roden
Col Gellatly
### Appendix 33: Funds Granted to Non-Government Organisations

**Miscellaneous grants approved by the Premier**

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>NATURE OF GRANT</th>
<th>AMOUNT ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Violence Prevention Award</td>
<td>NSW contribution to Award Scheme</td>
<td>$22,613</td>
</tr>
<tr>
<td>ANZAC Memorial Trust</td>
<td>Administrative assistance – recurrent funding</td>
<td>$200,000</td>
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<tr>
<td>ANZAC Memorial Trust</td>
<td>Capital funding for urgent maintenance works</td>
<td>$60,000</td>
</tr>
<tr>
<td>Returned &amp; Services League of Australia (NSW Branch)</td>
<td>Annual support for Anzac Day commemoration</td>
<td>$25,000</td>
</tr>
<tr>
<td>Salvation Army Red Shield Appeal</td>
<td>Annual appeal</td>
<td>$175,000</td>
</tr>
<tr>
<td>Australian Red Cross Calling Appeal</td>
<td>Annual appeal</td>
<td>$100,000</td>
</tr>
<tr>
<td>Royal Blind Society – Annual Doorknock</td>
<td>Contribution to annual appeal</td>
<td>$50,000</td>
</tr>
<tr>
<td>Royal Humane Society</td>
<td>Annual grant</td>
<td>$5,000</td>
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<tr>
<td>United Nations Assn of Aust (NSW) Inc</td>
<td>Annual grant</td>
<td>$5,940</td>
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<tr>
<td>Music NSW</td>
<td>Funding towards coordinator’s salary (3 year grant commencing 2001/02)</td>
<td>$30,000</td>
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<tr>
<td>Community Aid Abroad Oxfam Australia</td>
<td>Assistance grant</td>
<td>$44,000</td>
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<tr>
<td>AUSTCARE</td>
<td>Assistance for Refugee Week activities</td>
<td>$5,000</td>
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<tr>
<td>Variety Club Special Children’s Christmas Party</td>
<td>Platinum advertising sponsorship</td>
<td>$10,227</td>
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<tr>
<td>East Timor Association</td>
<td>Assistance to association</td>
<td>$40</td>
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<tr>
<td>Fairfield and Cabramatta Police Youth Club</td>
<td>Contribution to Youth Club</td>
<td>$10,000</td>
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<tr>
<td>ANZAC Day Dawn Service Trust Inc</td>
<td>Towards fundraising for ANZAC Day Dawn Service at the Cenotaph Martin Place</td>
<td>$20,000</td>
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<tr>
<td>Master Arthur Meek – Blayney Public School</td>
<td>National History Challenge</td>
<td>$150</td>
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<tr>
<td>Bathurst Museum</td>
<td>Sommerville Collection Project</td>
<td>$5,911</td>
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<tr>
<td>Trustees ANZAC Memorial Building Hyde Park</td>
<td>Emergency relining sewer line</td>
<td>$20,000</td>
</tr>
<tr>
<td>The Primary Club of Australia Inc.</td>
<td>Sponsorship for ‘Premier’s Primary Club XI’ cricket match held in February 2001</td>
<td>$4,580</td>
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<tr>
<td>The Primary Club of Australia Inc.</td>
<td>Sponsorship for ‘Premier’s Primary Club XI’ cricket match held in April 2002</td>
<td>$9,360</td>
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<tr>
<td>Machizka Hatorah Congregation</td>
<td>Assistance for security of restored synagogue</td>
<td>$2,000</td>
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<tr>
<td>Mr A. Saliba – NSW Blind Cricket Team Member</td>
<td>Sponsorship for Annual State Cricket Carnival</td>
<td>$1,500</td>
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<tr>
<td>Bankstown District Cricket Club</td>
<td>50th Anniversary Celebration – assist further development of Bankstown Memorial Oval</td>
<td>$5,000</td>
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<tr>
<td>2/17 Battalion A.I.F. Association</td>
<td>Memorial Service Reunion ANZAC Memorial</td>
<td>$784</td>
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<tr>
<td>The Disability Council of NSW</td>
<td>To assist organisation of ‘Absolutely Everyone’ Festival</td>
<td>$10,000</td>
</tr>
</tbody>
</table>
### Grants and Subsidies

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>AMOUNT $</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Australian Chinese Ex-Services National Reunion War Memorial Fund</td>
<td>$10,000</td>
</tr>
<tr>
<td>Society of St Vincent de Paul</td>
<td>$20,000</td>
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<tr>
<td>RAAF Memorial Trust Fund</td>
<td>$10,000</td>
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<tr>
<td>Trish Multiple Sclerosis Research Foundation</td>
<td>$500</td>
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<tr>
<td>Homicide Victims’ Support Group Aust Inc</td>
<td>$18,970</td>
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<tr>
<td>Homicide Victims’ Support Group Aust Inc</td>
<td>$10,431</td>
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<tr>
<td>Homicide Victims’ Support Group Aust Inc</td>
<td>$9,091</td>
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<tr>
<td>Lismore City Council</td>
<td>$5,000</td>
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<tr>
<td>“K” Troop NSW Lancers</td>
<td>$6,545</td>
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<tr>
<td>Line of Lode Association Inc, Broken Hill</td>
<td>$3,500</td>
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<tr>
<td>Royal Botanic Garden &amp; Domain Trust</td>
<td>$43,872</td>
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<tr>
<td>World Police Medical Officers 2002 Conference</td>
<td>$2,000</td>
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<tr>
<td>Lord Howe Island Museum Trust</td>
<td>$20,000</td>
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<tr>
<td>Surf Life Saving Branch Little Bay</td>
<td>$1,500</td>
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<tr>
<td>Cobbity Public School</td>
<td>$10,000</td>
</tr>
<tr>
<td>Australian Ability Foundation</td>
<td>$200,000</td>
</tr>
<tr>
<td>Mission Australia</td>
<td>$10,000</td>
</tr>
<tr>
<td>Mr Dick Condon Book Account</td>
<td>$10,000</td>
</tr>
<tr>
<td>Mt Kembla Mine Disaster Centenary Commemoration Committee</td>
<td>$17,500</td>
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<tr>
<td>Enough is Enough Anti-Violence Movement</td>
<td>$40,000</td>
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<tr>
<td>Widow of Deceased Trainee Police Officer</td>
<td>$100,000</td>
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<tr>
<td>Aboriginal Community Projects:</td>
<td></td>
</tr>
<tr>
<td>Financial assistance to: Weilmoringle</td>
<td>$15,000</td>
</tr>
<tr>
<td>Financial assistance to: Walgett</td>
<td>$20,000</td>
</tr>
<tr>
<td>Financial assistance to: Wilcannia</td>
<td>$15,000</td>
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<tr>
<td>NSD Police Service Lithgow</td>
<td></td>
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<tr>
<td>‘Ride 4 Respect Crime Prevention Initiative’</td>
<td>$35,000</td>
</tr>
<tr>
<td>Kokoda Track Memorial Walkway</td>
<td>$25,000</td>
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<tr>
<td>Wollongong RSL Sub Branch</td>
<td>$5,000</td>
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<tr>
<td>Total expended</td>
<td>$1,486,014</td>
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</tbody>
</table>

### Other Grants and Subsidies

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>AMOUNT $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia Day Council</td>
<td>$687,000</td>
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</table>

### Regional and Rural Miscellaneous Grants

The NSW Government created the Rural and Regional Miscellaneous Grants Fund in 1999 to enable modest grants to support initiatives in communities across rural and regional NSW. The fund supports small scale, local initiatives that have immediate and tangible community benefit.
<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>NATURE OF GRANT</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leeton Shire Council</td>
<td>Mountford Park stage</td>
<td>$21,200</td>
</tr>
<tr>
<td>Armidale &amp; District Historical Society</td>
<td>Braund Memorial</td>
<td>$500</td>
</tr>
<tr>
<td>NSW DLWC and VIC Mallee Catchment Management Authority</td>
<td>Youth forum</td>
<td>$20,000</td>
</tr>
<tr>
<td>Lady Denman Heritage Complex Inc</td>
<td>Expansion of Lady Denman Heritage Complex</td>
<td>$50,000</td>
</tr>
<tr>
<td>The Lions Club of the Entrance</td>
<td>Creation of a sensory garden</td>
<td>$20,000</td>
</tr>
<tr>
<td>Australian Inland Botanic Gardens (AIBG)</td>
<td>Contribution to gardens</td>
<td>$15,000</td>
</tr>
<tr>
<td>Bribberee Show Society Inc</td>
<td>Improving the food and drink preparation area within the showground</td>
<td>$13,636</td>
</tr>
<tr>
<td>Uralla Shire Council</td>
<td>Kentucky Hall</td>
<td>$20,000</td>
</tr>
<tr>
<td>Bogan Gate and District Community Hall Inc</td>
<td>Community hall upgrade</td>
<td>$7,000</td>
</tr>
<tr>
<td>Tuncurry Memorial Hall Trust</td>
<td>Hall upgrade</td>
<td>$25,000</td>
</tr>
<tr>
<td>Parkes and District Kennel Club</td>
<td>Hall upgrade</td>
<td>$14,000</td>
</tr>
<tr>
<td>Corrimal Life Saving Club</td>
<td>Equipment replacement</td>
<td>$3,000</td>
</tr>
<tr>
<td>Central West Youth Support Group Inc.</td>
<td>Condobolin Youth Centre</td>
<td>$2,000</td>
</tr>
<tr>
<td>Gordon Estate Committee Incorporated</td>
<td>Gordon Centre. Sporting equipment</td>
<td>$2,000</td>
</tr>
<tr>
<td>Dubbo Council</td>
<td>Upgrade of local skate park</td>
<td>$3,000</td>
</tr>
<tr>
<td>Dubbo Police and Community Youth Club</td>
<td>Computer skills training</td>
<td>$3,000</td>
</tr>
<tr>
<td>Trundle Multi purpose Childcare Centre</td>
<td>Building refurbishment and equipment</td>
<td>$20,000</td>
</tr>
<tr>
<td>Uralla – St Josephs School Parents and Friends Association</td>
<td>School playground equipment</td>
<td>$2,000</td>
</tr>
<tr>
<td>Woodenbong Show Society</td>
<td>Woodenbong Show Ground: painting</td>
<td>$15,000</td>
</tr>
<tr>
<td>Coledale Community Centre</td>
<td>Coledale Community Renewal Project</td>
<td>$26,000</td>
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<tr>
<td>Central Coast Multiple Sclerosis &amp; Handicapped Group Inc.</td>
<td>Contribution towards replacement bus</td>
<td>$3,000</td>
</tr>
<tr>
<td>Toormina Sport and Rec</td>
<td>Rex Hardaker Oval, Sawtell: facilities upgrade</td>
<td>$20,000</td>
</tr>
<tr>
<td>Rotary Club of Grafton</td>
<td>Antiques and Collectable Fair</td>
<td>$5,000</td>
</tr>
<tr>
<td>Byron Bay New Years Eve</td>
<td>Event management assistance</td>
<td>$12,500</td>
</tr>
<tr>
<td>Kelso Community Networking</td>
<td>Playground and toilet facilities</td>
<td>$25,000</td>
</tr>
<tr>
<td>Warren Shire Council</td>
<td>Youth Projects 17 initiatives</td>
<td>$30,000</td>
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<tr>
<td>The Uniting Church in Australia</td>
<td>Upgrade kitchen facilities at Coffs ’ The Soup Place”</td>
<td>$15,000</td>
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<tr>
<td>Dungog Shire Council</td>
<td>Martin’s Creek Memorial Hall</td>
<td>$10,000</td>
</tr>
<tr>
<td>Bilambil Literary Society</td>
<td>Restoration of Bilambil Community Hall</td>
<td>$10,000</td>
</tr>
<tr>
<td>Narrandera Shire Council</td>
<td>Improvements to Senior Citizens Club</td>
<td>$12,000</td>
</tr>
<tr>
<td>Mittiland Youth Enterprise Centre</td>
<td>Refurbishment of Youth Centre</td>
<td>$10,000</td>
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<tr>
<td>Clarence Town and District Historical and Maritime Museum</td>
<td>Restoration of Clarence Town Court House</td>
<td>$10,000</td>
</tr>
<tr>
<td>Black Springs Progress Association</td>
<td>Resuscitating an area of Crown land</td>
<td>$5,000</td>
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<tr>
<td>Nimmitabel Heritage Trail</td>
<td>Design and construction of a heritage trail in Nimmitabel</td>
<td>$20,000</td>
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<tr>
<td>Wallamba District Ag and Hort Assoc</td>
<td>Nabiac 90th Annual Ag and Hort show</td>
<td>$3,000</td>
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<tr>
<td>Guyra</td>
<td>Skate park</td>
<td>$2,000</td>
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<tr>
<td>Gerringong Tennis Club</td>
<td>3rd tennis court</td>
<td>$12,720</td>
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<tr>
<td>Cobar Shire Council</td>
<td>YOTO banners</td>
<td>$7,000</td>
</tr>
<tr>
<td>Tweeds Shire Council</td>
<td>Funding for under 18 year old music functions</td>
<td>$12,000</td>
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<tr>
<td>1st Chinderah Scout Group</td>
<td>Improvement of hall</td>
<td>$5,000</td>
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<tr>
<td>Ogumbil Reserve Trust</td>
<td>Completion of hall</td>
<td>$39,997</td>
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<tr>
<td>Mumbil Action Group</td>
<td>Construction of children’s playground</td>
<td>$20,000</td>
</tr>
<tr>
<td>ORGANISATION</td>
<td>NATURE OF GANT</td>
<td>AMOUNT</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Manildra Sports Council</td>
<td>Expansion to sports ground</td>
<td>$15,000</td>
</tr>
<tr>
<td>Lithgow City Band Inc.</td>
<td>Replacement of musical instruments</td>
<td>$5,000</td>
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<tr>
<td>Nowra Town Band</td>
<td>Maintenance of Town Hall</td>
<td>$6,500</td>
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<tr>
<td>Wallarobba Memorial Hall Committee</td>
<td>Memorial Hall maintenance</td>
<td>$10,000</td>
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<tr>
<td>Umina Beach SLSC</td>
<td>Replacement of stolen gear</td>
<td>$18,000</td>
</tr>
<tr>
<td>Narrandera Shire Council</td>
<td>Sandhills Church Easter Youth and Family Rally</td>
<td>$3,000</td>
</tr>
<tr>
<td>Largs School of Arts</td>
<td>Historic hall</td>
<td>$2,000</td>
</tr>
<tr>
<td>Rock Glen Borah Creek Hall Trust</td>
<td>Rock Glen Hall</td>
<td>$21,680</td>
</tr>
<tr>
<td>Nana Glen Memorial Hall &amp; Community Centre</td>
<td>Facilities upgrade</td>
<td>$18,000</td>
</tr>
<tr>
<td>Armidale Arts North West</td>
<td>Violence and Drug Misuse Program</td>
<td>$5,000</td>
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<tr>
<td>Armidale Scout Group</td>
<td>Hall repairs complete</td>
<td>$10,000</td>
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<tr>
<td>Meadow Flat Progress Assoc.</td>
<td>Meadow Flat Hall</td>
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<tr>
<td>Cessnock District Netball Association</td>
<td>Hall upgrade</td>
<td>$6,000</td>
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<tr>
<td>Bellambi Neighbour Centre</td>
<td>Bellambi Point Residents Action Group TANC</td>
<td>$7,000</td>
</tr>
<tr>
<td>Wardell Sugartowns Community Preschool</td>
<td>Hall repairs</td>
<td>$5,000</td>
</tr>
<tr>
<td>Orange Anson Street Special School</td>
<td>Facilities for pupils with disabilities: at Carcoar Dam</td>
<td>$6,000</td>
</tr>
<tr>
<td>Gundagai Advancement Corporation</td>
<td>Facilities upgrade</td>
<td>$7,000</td>
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<tr>
<td>Tenterfield Steinbrook Progress Association</td>
<td>Restoration of the community Hall</td>
<td>$5,000</td>
</tr>
<tr>
<td>Tumut Shire Council</td>
<td>Gilmore Hall &amp; Adelong Theatre upgrade</td>
<td>$40,000</td>
</tr>
<tr>
<td>Broken Hill Centre for Community</td>
<td>Centre for Community — outback NSW</td>
<td>$30,000</td>
</tr>
<tr>
<td>Uralia Show Ground Trust Board</td>
<td>Main pavilion upgrade</td>
<td>$20,000</td>
</tr>
<tr>
<td>Beresfield Girls Guide</td>
<td>Beresfield Girls Guide building</td>
<td>$21,000</td>
</tr>
<tr>
<td>Callala Bay Junior Sailing School</td>
<td>Safety equipment</td>
<td>$5,000</td>
</tr>
<tr>
<td>Shoalhaven Marine Rescue Association</td>
<td>Upgrade on amenities</td>
<td>$9,886</td>
</tr>
<tr>
<td>Bellambi Surf Club</td>
<td>Replacement of stolen equipment</td>
<td>$5,000</td>
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<tr>
<td>Sailability Port Stephens</td>
<td>Installation of Pontoon</td>
<td>$20,000</td>
</tr>
<tr>
<td>Lismore Basketball Association</td>
<td>Repair of stadium roof</td>
<td>$32,690</td>
</tr>
<tr>
<td>Hastings Combined Rotary Clubs</td>
<td>Lifeguard towers</td>
<td>$35,900</td>
</tr>
<tr>
<td>Lismore Preschool</td>
<td>Renew fence</td>
<td>$5,500</td>
</tr>
<tr>
<td>Scone Shire Council</td>
<td>Aberdeen Nature Trail</td>
<td>$49,000</td>
</tr>
</tbody>
</table>

Appendix 34: Recycling and Environmental Policy

Waste Management

The Department continued to implement measures under its Waste Reduction and Purchasing Plan. Some of the initiatives being implemented in this plan include: the use of recycled paper; the expansion of the use of the electronic office; and the use of recycle bins for paper, glass, aluminium and printer cartridges.

While the Department has adopted the policy of purchasing remanufactured office machines where they prove to be the most cost effective, to date the benefits of improved power management and digital technology have proved more advantageous.
All public documents published by the Premier’s Department are located on the Internet, including the Annual Report. This has considerably reduced the need for large printing orders. Similarly, email and the intranet have replaced local paper copies of internal circular and memoranda.

**Appendix 35: Protected Disclosures**

The Protected Disclosures Act 1994 was revised in October 1999. The Act offers protection to public officers who make disclosures which concern corrupt conduct, maladministration and serious or substantial waste of public money.

A Disclosures Steering Committee comprised of representatives of the Independent Commission Against Corruption, NSW Ombudsman, the Auditor General, Department of Local Government, and Premier’s Department continues to review the handling of internal disclosures by NSW public sector agencies.

Within the Premier’s Department disclosures can be made to:

- The Director General, Dr Col Gellatly
- Deputy Director General, Public Sector Management Office, Ms Robyn Kruk
- Executive Director and Chief of Staff, Office of the Director General, Mr Alex Smith
- Director, Community Projects and Management Services, Mr David Roden (Protected Disclosure Coordinator and contact for the Protected Disclosure Steering Committee)
- Assistant Director, Policy and Programs, Office of Director of Equal Opportunity in Public Employment, Ms Di Fruin or
- The officer’s supervisor.

One disclosure was made during the year and reported both to the Ombudsman and the ICAC. The disclosure was examined by the department using an independent investigator. Both the Ombudsman and the ICAC agreed with this course of action and the outcome of the investigation.

**Appendix 36: Privacy Management Plan**

The Premier’s Department Privacy Management Plan is available electronically and by contacting the Manager FOI and Privacy.

The Manager FOI and Privacy can be contacted by writing to:

Mr Simon Carroll  
Manager FOI and Privacy  
Premier’s Department  
Level 32  
Governor Maquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000  
Ph: 02 9228 4441  
Fax: 02 9228 4421

**Note:** A mistake occurred in the printed version of the Annual Report, Appendix 36: Privacy Management Plan. This has been replaced.
# FINANCIAL STATEMENTS

The financial report which follows consists of:

- Independent Audit Report 120
- Director General’s Declaration 121
- Statement of Financial Performance 122
- Statement of Financial Position 123
- Statement of Cash Flows 124
- Summary of Compliance with Financial Directives 125
- Supplementary Financial Statements 126
- Notes to Financial Statements 127
INDEPENDENT AUDIT REPORT

Premier's Department

To Members of the New South Wales Parliament

Scope

I have audited the accounts of the Premier’s Department for the year ended 30 June 2002. The Director-General is responsible for the financial report consisting of the accompanying statement of financial position, statement of financial performance, statement of cash flows, program statement - expenses and revenues and summary of compliance with financial directives, together with the notes thereto, and information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament based on my audit as required by the Public Finance and Audit Act 1983 (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements. in Australia, so as to present a view which is consistent with my understanding of the Premier’s Department’s financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report of the Premier’s Department complies with section 45E of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Premier’s Department as at 30 June 2002 and the results of its operations and its cash flows for the year then ended.

R J Sendt
Auditor-General

SYDNEY
18 October 2002
PREMIER'S DEPARTMENT

Statement by the Chief Executive Officer of Premier's Department

Pursuant to section 45P of the Public Finance and Audit 1983, I state to the best of my knowledge and belief:

a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit 1983, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2000 and the Treasurer's Directions;

b) The statements exhibit a true and fair view of the financial position of Premier's Department as at 30 June 2002, and transactions for the year then ended;

c) There are no circumstances, which would render any particulars included in the financial statements to be misleading or inaccurate.

[Signature]
C. Gelett
Director General
# Statement of Financial Performance for the Year
## Ended 30 June 2002

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>ACTUAL 2002 $'000</th>
<th>BUDGET 2002 $'000</th>
<th>ACTUAL 2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee related</td>
<td>2(a) 40,575</td>
<td>37,759</td>
<td>37,433</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>2(b) 31,903</td>
<td>29,389</td>
<td>26,616</td>
</tr>
<tr>
<td>Maintenance</td>
<td>443</td>
<td>178</td>
<td>419</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>2(c) 1,460</td>
<td>1,502</td>
<td>1,442</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>2(d) 31,951</td>
<td>29,122</td>
<td>13,573</td>
</tr>
<tr>
<td>Other expenses</td>
<td>2(e) 2,769</td>
<td>2,872</td>
<td>12,383</td>
</tr>
</tbody>
</table>

| TOTAL EXPENSES | 109,101 | 100,822 | 91,866 |

| Less: | | | |
| RETAINED REVENUE | | | |
| Sale of goods and services | 3(a) 1,855 | 1,815 | 1,911 |
| Investment income | 3(b) 282 | 109 | 341 |
| Grants and contributions | 3(c) 5,646 | 207 | 4,190 |
| Other revenue | 3(d) 2,169 | 1,685 | 7,773 |

| TOTAL RETAINED REVENUE | 9,952 | 3,816 | 14,215 |

| GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS | 4 (57) | 0 | (1,941) |

| NET COST OF SERVICES | 20 99,206 | 97,006 | 79,592 |

| GOVERNMENT CONTRIBUTIONS: | | | |
| Recurrent appropriation | 5 92,451 | 91,100 | 78,209 |
| Capital appropriation | 5 970 | 970 | 245 |
| Acceptance by the Crown Entity of employee entitlements and other liabilities | 6 3,623 | 3,429 | 3,602 |

| TOTAL GOVERNMENT CONTRIBUTIONS | 97,044 | 95,499 | 82,056 |

| SURPLUS/(DEFICIT) FOR THE YEAR | | | |
| FROM ORDINARY ACTIVITIES | (2,162) | (1,507) | 2,464 |
| TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS | 15 (2,162) | (1,507) | 2,464 |

[The accompanying notes form part of these statements]
Statement of Financial Position as at 30 June 2002

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2002 $'000</th>
<th>BUDGET 2002 $'000</th>
<th>ACTUAL 2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NOTES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>8</td>
<td>7,582</td>
<td>5,035</td>
</tr>
<tr>
<td>Receivables</td>
<td>9</td>
<td>4,752</td>
<td>2,228</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>28</td>
<td>0</td>
</tr>
<tr>
<td>Total current assets</td>
<td>12,362</td>
<td>7,263</td>
<td>8,257</td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>11</td>
<td>8,841</td>
<td>8,098</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>8,841</td>
<td>8,098</td>
<td>8,630</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>21,203</td>
<td>15,361</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>12</td>
<td>2,866</td>
<td>3,025</td>
</tr>
<tr>
<td>Employee entitlements and other provisions</td>
<td>13</td>
<td>6,238</td>
<td>5,582</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>6,000</td>
<td>0</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>15,104</td>
<td>8,607</td>
<td>8,626</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>15,104</td>
<td>8,607</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td>6,099</td>
<td>6,754</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated funds</td>
<td>15</td>
<td>6,099</td>
<td>6,754</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td></td>
<td>6,099</td>
<td>6,754</td>
</tr>
</tbody>
</table>

[The accompanying notes form part of these statements]
Statement of Cash Flows for the Year Ended 30 June 2002

<table>
<thead>
<tr>
<th>CASH FLOWS FROM OPERATING ACTIVITIES</th>
<th>ACTUAL 2002 $'000</th>
<th>BUDGET 2002 $'000</th>
<th>ACTUAL 2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee related</td>
<td>(37,299)</td>
<td>(35,186)</td>
<td>(33,914)</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>(31,951)</td>
<td>(29,122)</td>
<td>(13,573)</td>
</tr>
<tr>
<td>Other</td>
<td>(42,775)</td>
<td>(36,270)</td>
<td>(42,749)</td>
</tr>
<tr>
<td>Total Payments</td>
<td>(112,025)</td>
<td>(100,578)</td>
<td>(90,236)</td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of goods and services</td>
<td>1,404</td>
<td>1,652</td>
<td>985</td>
</tr>
<tr>
<td>Interest received</td>
<td>282</td>
<td>109</td>
<td>287</td>
</tr>
<tr>
<td>Other</td>
<td>13,275</td>
<td>6,131</td>
<td>10,980</td>
</tr>
<tr>
<td>Total Receipts</td>
<td>14,961</td>
<td>7,892</td>
<td>12,252</td>
</tr>
<tr>
<td>Cash flows from government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurrent appropriation</td>
<td>98,451</td>
<td>91,100</td>
<td>78,209</td>
</tr>
<tr>
<td>Capital appropriation</td>
<td>970</td>
<td>970</td>
<td>245</td>
</tr>
<tr>
<td>Cash reimbursements from the Crown Entity</td>
<td>1,003</td>
<td>856</td>
<td>845</td>
</tr>
<tr>
<td>Net cash flows from government</td>
<td>100,424</td>
<td>92,926</td>
<td>79,299</td>
</tr>
</tbody>
</table>

NET CASH FLOWS FROM OPERATING ACTIVITIES  20  3,360  240  1,315

CASH FLOW FROM INVESTING ACTIVITIES

| Proceeds from sale of plant and equipment |                     |                     |                     |
| Purchases of plant and equipment         | (1,545)             | (970)               | (946)               |

NET CASH FLOWS USED ON INVESTING ACTIVITIES  (1,543)  (970)  (944)

NET INCREASE / (DECREASE) IN CASH  1,817  (730)  371

Opening cash and cash equivalents  5,765  5,765  5,394

CLOSING CASH AND CASH EQUIVALENTS  8  7,582  5,035  5,765

[The accompanying notes form part of these statements]
## Summary of Compliance with Financial Directives

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RECURRENT</td>
<td>CAPITAL</td>
</tr>
<tr>
<td></td>
<td>APPROPRIATION</td>
<td>EXPENDITURE/NET CLAIM ON CONSOLIDATED FUND</td>
</tr>
<tr>
<td>ORIGINAL BUDGET APPROPRIATION/EXPENDITURE</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Appropriation Act</td>
<td>75,100</td>
<td>75,100</td>
</tr>
<tr>
<td>Additional appropriations</td>
<td>16,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>91,100</strong></td>
<td><strong>75,100</strong></td>
</tr>
<tr>
<td>OTHER APPROPRIATIONS/EXPENDITURE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer’s advance</td>
<td>26,718</td>
<td>14,715</td>
</tr>
<tr>
<td>Transfers from another agency</td>
<td>2,636</td>
<td>2,636</td>
</tr>
<tr>
<td>(s25 of the Appropriation Act)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29,354</strong></td>
<td><strong>17,351</strong></td>
</tr>
<tr>
<td>TOTAL APPROPRIATIONS/EXPENDITURE/NET CLAIM ON CONSOLIDATED FUND (INCLUDES TRANSFER PAYMENTS)</td>
<td><strong>120,454</strong></td>
<td><strong>92,451</strong></td>
</tr>
<tr>
<td>Amount drawn down against appropriation</td>
<td><strong>98,451</strong></td>
<td><strong>970</strong></td>
</tr>
<tr>
<td>Liability to Consolidated Fund</td>
<td>6,000</td>
<td>0</td>
</tr>
</tbody>
</table>

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed). Liability to Consolidated Fund is the difference between ‘Amount drawn down against Appropriations’ and ‘Total Expenditure/Net Claim on Consolidated Fund Appropriation’. s25 relates to WordSkills Australia National Finals $500k approved in April 2002 and Marine Parks Authority $136k approved in September 2001. The Additional Appropriation relates to Brandon Park development. This amount was not drawn because that development was funded through the Crown Transaction Entity.
# Supplementary Financial Statements

**Program Statements - Expenses and Revenues for the Year Ended 30 June 2001**

<table>
<thead>
<tr>
<th>Program 4.1.1*</th>
<th>Program 4.1.2*</th>
<th>Program 4.1.3*</th>
<th>Program 4.1.4*</th>
<th>Program 4.1.5*</th>
<th>Program 4.1.6*</th>
<th>Program 4.1.7*</th>
<th>Program 4.1.8*</th>
<th>NOT ATTRIBUTABLE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERVICES FOR THE GOVERNOR’S OFFICE</td>
<td>SERVICES FOR THE LEADERS OF THE OPPOSITION</td>
<td>REVIEW AND REFORM</td>
<td>EQUAL OPPORTUNITY IN PUBLIC EMPLOYMENT</td>
<td>MINISTERIAL AND PARLIAMENTARY SERVICES</td>
<td>PUBLIC SECTOR MANAGEMENT OFFICE</td>
<td>STRATEGIC PROJECTS</td>
<td>STATE ADMINISTRATION SERVICES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
<td>$'000 $'000</td>
</tr>
</tbody>
</table>

**Expenses**

**Operating expenses**

- Employee related: 3,202 1,443 1,443 1,443 1,443 1,443 1,443 1,443 1,443 1,443
- Other operating expenses: 559 1,568 582 9,207 4,875 7,858 4,634 6,460 6,063 0 0
- Maintenance: 14 11 10 15 9 13 16 54 53 19 23 67 24 230 273 0 0 0 0 0 0 0 0 0 0
- Depreciation and amortisation: 15 162 14 16 101 29 16 311 146 189 210 171 116 630 744 0 0 0 0 0 0 0 0 0
- Grants and subsidies: 0 0 0 0 3,615 0 22 134 2,000 0 10,366 7,313 3,951 5,646 0 0 0 0 0 0 0 0 0
- Other expenses: 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

**Total expenses: 1,701 1,830 1,857 1,576 8,501 3,863 2,089 2,125 24,594 22,556 21,877 17,187 31,184 16,556 2,735 2,859 2,230 1,650 1,350 892 6,291 0 0 109,101 91,866**

**Retained Revenue**

- Sale of goods and services: 0 0 0 0 0 0 0 0 1,499 1,550 8 0 341 358 0 0 1,655 1,911
- Investment income: 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
- Grants and contributions: 0 0 0 0 1,500 1,500 1,101 70 0 400 1,627 1,439 58 243 0 0 0 0 0 0 0 0 0 0 0 0
- Other revenue: 0 0 0 0 202 9 22 28 1,719 2,334 0 2 15 1 211 3,599 0 0 0 0 0 0 0 0 0

**Total retained revenue: 0 0 0 0 1,702 1,309 1,125 100 1,724 2,735 2,859 2,230 1,650 1,350 892 6,291 0 0 9,952 14,215**

**Gain/(Loss) on disposal of non-current assets**

- 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

**Net cost of services**

- 1,701 1,830 1,857 1,576 6,799 2,354 964 2,023 22,870 19,822 19,018 14,965 29,534 15,207 16,463 21,815 0 0 99,206 79,592

**Government Contribution**

- 97,044 82,056 97,044 82,056

**Surplus/(Deficit) for the year**

- 1,701 1,830 1,857 1,576 6,799 2,354 964 2,023 22,870 19,822 19,018 14,965 29,534 15,207 16,463 21,815 (97,044) (82,056) 2,162 (2,464)

---

*The purpose of each program is summarised in note 7.

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

**Note:** Three errors appear on this page. These should read as follows:

2. Surplus/(Deficit), should read (Surplus)/Deficit.
3. The Total for Program 4.1.6, 19,018), should have no bracket.
Notes Accompanying and Forming Part of the Financial Statements for the Financial Year Ended 30 June 2002

1. Summary of significant accounting policies

a) Reporting entity

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

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

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

(b) Basis of accounting

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

- applicable Australian Accounting Standards
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB)
- Urgent Issues Group (UIG) Consensus Views
- the requirements of the Public Finance and Audit Act 1983 and Regulations

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

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

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency. The accounting policies adopted are consistent with those of the previous year.
(c) Administered activities

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

(d) Revenue recognition

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

(i) Parliamentary appropriations and contributions from other bodies

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

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

The liability is disclosed in Note 14 ‘other current liabilities’. The amount will be repaid and the liability will be extinguished next financial year.

(ii) Sale of goods and services

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

(iii) Investment income

Interest revenue is recognised as it accrues.

(e) Employee entitlements

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

Liabilities for salaries and wages, annual leave and vesting sick leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees’ services up to that date.

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 entitlements accrued in the future.

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

(ii) Long service leave and superannuation

The Department’s liabilities for long service leave and superannuation are assumed by the Crown Entity. The Department accounts for the liability as having being 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 entitlements and other liabilities’.

Long service leave is measured on a nominal basis. The nominal method is based on remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

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’ salaries. 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.

(f) Insurance

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

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

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

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

(h) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm’s length transaction.
Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

(i) Plant and equipment

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

(j) Depreciation of non-current physical assets

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

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

<table>
<thead>
<tr>
<th>DEPRECIATION RATES</th>
<th>% RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer equipment</td>
<td>25.00</td>
</tr>
<tr>
<td>Governor Macquarie Tower Building fit out — over the period of the lease</td>
<td></td>
</tr>
<tr>
<td>Furniture and fittings</td>
<td>10.00</td>
</tr>
<tr>
<td>General plant and equipment</td>
<td>14.29</td>
</tr>
<tr>
<td>Leasehold improvements — over the period of the lease</td>
<td></td>
</tr>
</tbody>
</table>

(k) Maintenance and repairs

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

(l) Leased assets

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

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

(m) Receivables

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

The department received monies in a trustee capacity for Sesquicentenary of Responsible Government Trust Fund as set out in Note 22. 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 agency’s own objectives, these funds are not recognised in the financial statements.

(o) Other assets

Other assets comprise only prepayments and are recognised on a cost basis.

(p) Payables

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

(q) Budgeted amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effect of additional appropriations, s21A, s24 and/or s26 of the Public Finance and Audit Act 1983.

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

2. Expenses

(a) Employee related expenses comprise the following specific items:

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages (including recreation leave)</td>
<td>34,109</td>
<td>31,237</td>
</tr>
<tr>
<td>Superannuation</td>
<td>2,341</td>
<td>2,405</td>
</tr>
<tr>
<td>Long service leave</td>
<td>1,137</td>
<td>1,045</td>
</tr>
<tr>
<td>Workers compensation insurance</td>
<td>165</td>
<td>131</td>
</tr>
<tr>
<td>Payroll tax and fringe benefits tax</td>
<td>2,823</td>
<td>2,615</td>
</tr>
<tr>
<td></td>
<td><strong>40,757</strong></td>
<td><strong>37,433</strong></td>
</tr>
</tbody>
</table>

There was no employee related expense included in maintenance expense and/or capitalised.
(b) Other operating expenses

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Auditor’s remuneration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit or review of the financial reports</td>
<td>118</td>
<td>120</td>
</tr>
<tr>
<td><strong>Operating lease rental expense</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum lease payments</td>
<td>9,094</td>
<td>7,862</td>
</tr>
<tr>
<td><strong>Insurance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>74</td>
<td>48</td>
</tr>
<tr>
<td><strong>Contractors</strong></td>
<td>5,315</td>
<td>2,479</td>
</tr>
<tr>
<td><strong>Motor vehicles</strong></td>
<td>2,465</td>
<td>2,874</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>1,054</td>
<td>1,127</td>
</tr>
<tr>
<td><strong>Corporate service fees</strong></td>
<td>4,243</td>
<td>4,100</td>
</tr>
<tr>
<td><strong>Consultancies</strong></td>
<td>545</td>
<td>437</td>
</tr>
<tr>
<td><strong>Committee fees and expenses</strong></td>
<td>250</td>
<td>238</td>
</tr>
<tr>
<td><strong>Advertising and community information</strong></td>
<td>1,566</td>
<td>570</td>
</tr>
<tr>
<td><strong>Other operating expenses</strong></td>
<td>7,179</td>
<td>6,761</td>
</tr>
<tr>
<td><strong>Total other operating expenses</strong></td>
<td>31,903</td>
<td>26,616</td>
</tr>
</tbody>
</table>

(c) Depreciation and amortisation expense

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building (see Note 16)</td>
<td>0</td>
<td>145</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>1,460</td>
<td>1,297</td>
</tr>
<tr>
<td><strong>Total depreciation</strong></td>
<td>1,460</td>
<td>1,442</td>
</tr>
</tbody>
</table>

(d) Grants and subsidies

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous grants approved by the Premier</td>
<td>2,479</td>
<td>1,517</td>
</tr>
<tr>
<td>Grants to agencies</td>
<td>21,952</td>
<td>5,804</td>
</tr>
<tr>
<td>Constitutional Centenary Foundation</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td>Police Complaint Case Management</td>
<td>6,467</td>
<td>5,209</td>
</tr>
<tr>
<td>Regional and Rural Miscellaneous grants</td>
<td>1,053</td>
<td>993</td>
</tr>
<tr>
<td><strong>Total grants and subsidies</strong></td>
<td>31,951</td>
<td>13,573</td>
</tr>
</tbody>
</table>

The increase in grants to agencies during the year primarily relates to supplementations received and paid out as grants. During the year additional payments were made to Steel ($2 million), Sesquicentenary ($2 million), Community Solutions (2.8 million), Regional Service Delivery ($1.3 million), Government Access Program ($1.6 million), Year of Outback ($1.3 million), Electronic Service Delivery ($3.6 million) and Structured Training and Employment ($0.9 million) projects.
(e) Other expenses

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia Day Council (a)</td>
<td>1,687</td>
<td>10,484</td>
</tr>
<tr>
<td>Special reports and unforeseen expenses</td>
<td>199</td>
<td>238</td>
</tr>
<tr>
<td>Parliamentary Remuneration Tribunal</td>
<td>78</td>
<td>130</td>
</tr>
<tr>
<td>Protocol expenses</td>
<td>805</td>
<td>1,531</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,769</strong></td>
<td><strong>12,383</strong></td>
</tr>
</tbody>
</table>

(a) Increase funding in 2001 for Australia Day Council related to funding associated with the NSW Centenary of Federation Committee.

3. Revenues

(a) Sale of goods and services

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actuarial services</td>
<td>324</td>
<td>358</td>
</tr>
<tr>
<td>Administrative services and projects</td>
<td>525</td>
<td>223</td>
</tr>
<tr>
<td>Publication sales</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Training/seminars</td>
<td>917</td>
<td>1,317</td>
</tr>
<tr>
<td>Other</td>
<td>77</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,865</strong></td>
<td><strong>1,911</strong></td>
</tr>
</tbody>
</table>

(b) Investment income

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest</td>
<td>282</td>
<td>341</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>282</strong></td>
<td><strong>341</strong></td>
</tr>
</tbody>
</table>

(c) Grants and contributions

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW Budget Sector Entities</td>
<td>3,607</td>
<td>3,995</td>
</tr>
<tr>
<td>Commonwealth Government</td>
<td>1,790</td>
<td>2</td>
</tr>
<tr>
<td>NSW Non-Budget Entities</td>
<td>244</td>
<td>193</td>
</tr>
<tr>
<td>Local Councils</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,646</strong></td>
<td><strong>4,190</strong></td>
</tr>
</tbody>
</table>
(d) Other revenue

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental rebate</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td>Motor Services Unit recovery</td>
<td>1,573</td>
<td>2,127</td>
</tr>
<tr>
<td>Assets required free of liabilities</td>
<td>185</td>
<td>5,260</td>
</tr>
<tr>
<td>Other</td>
<td>411</td>
<td>358</td>
</tr>
<tr>
<td></td>
<td><strong>2,169</strong></td>
<td><strong>7,773</strong></td>
</tr>
</tbody>
</table>

Assets acquired free of liabilities relates to new office fit out costs.

4. Gain/(loss) on disposal of non-current assets

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from disposal of plant and equipment</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Written down value of assets disposed</td>
<td>(59)</td>
<td>(1,943)</td>
</tr>
<tr>
<td></td>
<td>(57)</td>
<td>(1,941)</td>
</tr>
</tbody>
</table>

Written down value of assets in 2001 relates mainly to building fit out costs transferred to other agencies.

5. Appropriations

Recurrent appropriations

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total recurrent drawdowns from Treasury (per Summary of Compliance)</td>
<td>98,451</td>
<td>78,209</td>
</tr>
<tr>
<td>Less: Liability to Consolidated Fund (per Summary of Compliance)</td>
<td>6,000</td>
<td>0</td>
</tr>
<tr>
<td>Comprising:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurrent appropriations (per Statement of Financial Performance)</td>
<td>92,451</td>
<td>78,209</td>
</tr>
<tr>
<td>Total</td>
<td><strong>92,451</strong></td>
<td><strong>78,209</strong></td>
</tr>
</tbody>
</table>

Capital appropriations

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total capital drawdowns from Treasury (per Summary of Compliance)</td>
<td>970</td>
<td>245</td>
</tr>
<tr>
<td>Less: Liability to Consolidated Fund (per Summary of Compliance)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Comprising:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital appropriations (per Statement of Financial Performance)</td>
<td>970</td>
<td>245</td>
</tr>
<tr>
<td>Total</td>
<td><strong>970</strong></td>
<td><strong>245</strong></td>
</tr>
</tbody>
</table>
6. Acceptance by the Crown Entity of employee entitlements and other liabilities

<table>
<thead>
<tr>
<th></th>
<th>2002 ($'000)</th>
<th>2001 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superannuation</td>
<td>2,341</td>
<td>2,405</td>
</tr>
<tr>
<td>Long service leave</td>
<td>1,137</td>
<td>1,045</td>
</tr>
<tr>
<td>Payroll tax</td>
<td>145</td>
<td>152</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,623</td>
<td>3,602</td>
</tr>
</tbody>
</table>

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

7. Programs/activities of the Department

**Program 4.1.1 - Services for the Governor's Office**
Objective: To provide for the operation of the constitutional, ceremonial and community functions of the Governor.

**Program 4.1.2 - Services for the Leaders of the Opposition**
Objective: To support the Leaders of the Opposition in performing their Parliamentary duties.

**Program 4.1.3 - Review and Reform**
Objective: To review, measure and report public sector performance and develop reform initiatives to improve quality and value for money.

**Program 4.1.4 - Equal Opportunity in Public Employment**
Objective: To promote equal employment opportunity in the New South Wales Public Sector for designated groups and eliminate discriminatory employment practices.

**Program 4.1.5 - Ministerial and Parliamentary Services**
Objective: To manage functions relating to Ministerial offices and Parliamentary services for the Premier’s administration.

**Program 4.1.6 - Public Sector Management Office**
Objective: To support the public sector to deliver government objectives through leadership and provision of advice concerning reform, employee relations and superannuation policy. To facilitate a whole-of-government approach, where appropriate, to the delivery of public sector services.

**Program 4.1.7 - Strategic Projects**
Objective: To maximise the economic, environmental and social benefits of strategic projects for communities at state, regional and local levels.

**Program 4.1.8 - State Administration Services**
Objective: To organise, plan and manage functions for the Premier’s administration.
8. Current assets — cash

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank and on hand</td>
<td>7,582</td>
<td>5,765</td>
</tr>
<tr>
<td></td>
<td>7,582</td>
<td>5,765</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash (per Statement of Financial Position)</td>
<td>7,582</td>
<td>5,765</td>
</tr>
<tr>
<td>Closing cash and cash equivalents (per Statement of Cash Flows)</td>
<td>7,582</td>
<td>5,765</td>
</tr>
</tbody>
</table>

9. Current assets — receivables

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of goods and services</td>
<td>2,305</td>
<td>1,854</td>
</tr>
<tr>
<td>GST receivable from Australian Taxation Office</td>
<td>2,117</td>
<td>551</td>
</tr>
<tr>
<td>Other debtors</td>
<td>477</td>
<td>234</td>
</tr>
<tr>
<td></td>
<td>4,899</td>
<td>2,639</td>
</tr>
<tr>
<td>Less: Provision for doubtful debts</td>
<td>147</td>
<td>147</td>
</tr>
<tr>
<td></td>
<td>4,752</td>
<td>2,492</td>
</tr>
</tbody>
</table>

10. Current assets — other

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>28</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>28</td>
<td>0</td>
</tr>
</tbody>
</table>
11. Non-current assets — plant and equipment

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant and equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At cost</td>
<td>13,791</td>
<td>12,707</td>
</tr>
<tr>
<td></td>
<td>13,791</td>
<td>12,707</td>
</tr>
<tr>
<td>Accumulated depreciation at cost</td>
<td>4,950</td>
<td>4,077</td>
</tr>
<tr>
<td></td>
<td>4,950</td>
<td>4,077</td>
</tr>
<tr>
<td>Total plant and equipment at Net Book Value</td>
<td>8,841</td>
<td>8,630</td>
</tr>
</tbody>
</table>

Reconciliations

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

2002

<table>
<thead>
<tr>
<th></th>
<th>PLANT AND EQUIPMENT $'000</th>
<th>TOTAL $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying amount at start of year</td>
<td>8,630</td>
<td>8,630</td>
</tr>
<tr>
<td>Additions</td>
<td>1,737</td>
<td>1,737</td>
</tr>
<tr>
<td>Disposals</td>
<td>(59)</td>
<td>(59)</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>(1,460)</td>
<td>(1,460)</td>
</tr>
<tr>
<td>Other movements</td>
<td>(7)</td>
<td>(7)</td>
</tr>
<tr>
<td>Carrying amount at end of year</td>
<td>8,841</td>
<td>8,841</td>
</tr>
</tbody>
</table>

2001

<table>
<thead>
<tr>
<th></th>
<th>LAND AND BUILDINGS $'000</th>
<th>PLANT AND EQUIPMENT $'000</th>
<th>TOTAL $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying amount at start of year</td>
<td>42,581</td>
<td>5,663</td>
<td>48,244</td>
</tr>
<tr>
<td>Additions</td>
<td>0</td>
<td>6,207</td>
<td>6,207</td>
</tr>
<tr>
<td>Disposals</td>
<td>0</td>
<td>(1,943)</td>
<td>(1,943)</td>
</tr>
<tr>
<td>Transfers through equity transfers (see Note 16)</td>
<td>(42,436)</td>
<td>0</td>
<td>(42,436)</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>(145)</td>
<td>(1,297)</td>
<td>(1,442)</td>
</tr>
<tr>
<td>Carrying amount at end of year</td>
<td>0</td>
<td>8,630</td>
<td>8,630</td>
</tr>
</tbody>
</table>

The Department continues to derive service potential and economic benefits from the following fully depreciated assets:

<table>
<thead>
<tr>
<th></th>
<th>2002 QUANTITY</th>
<th>2002 COST $'000</th>
<th>2001 QUANTITY</th>
<th>2001 COST $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer equipment</td>
<td>101</td>
<td>336</td>
<td>122</td>
<td>298</td>
</tr>
<tr>
<td>Office equipment</td>
<td>60</td>
<td>274</td>
<td>49</td>
<td>211</td>
</tr>
<tr>
<td>Furniture and fittings</td>
<td>30</td>
<td>351</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
12. Current liabilities — payables

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Creditors</td>
<td>2,549</td>
<td>2,810</td>
</tr>
<tr>
<td>Bicentennial Fund</td>
<td>148</td>
<td>148</td>
</tr>
<tr>
<td>Others</td>
<td>169</td>
<td>86</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,866</td>
<td>3,044</td>
</tr>
</tbody>
</table>

Bicentennial funds are funds not currently committed to specific projects.

13. Current liabilities — employee entitlements and other provisions

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Employee entitlements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation leave</td>
<td>4,252</td>
<td>3,895</td>
</tr>
<tr>
<td>Accrued salaries and wages</td>
<td>751</td>
<td>661</td>
</tr>
<tr>
<td>Accrued employee related payments</td>
<td>1,235</td>
<td>1,026</td>
</tr>
<tr>
<td><strong>Total employee entitlements</strong></td>
<td><strong>6,238</strong></td>
<td><strong>5,582</strong></td>
</tr>
</tbody>
</table>

14. Current liabilities — other

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Liability to Consolidated Fund</td>
<td>6,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>6,000</td>
<td>0</td>
</tr>
</tbody>
</table>

15. Changes in equity

<table>
<thead>
<tr>
<th></th>
<th>ACCUMULATED FUNDS</th>
<th>ASSET REVALUATION RESERVE</th>
<th>TOTAL EQUITY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002 $'000</td>
<td>2001 $'000</td>
<td>2002 $'000</td>
</tr>
<tr>
<td>Balance at the beginning of the financial year</td>
<td>8,261</td>
<td>36,017</td>
<td>0</td>
</tr>
<tr>
<td>Changes in equity — transactions with owners as owners increase/(decrease) in net assets from equity transfers (note 16)</td>
<td>0</td>
<td>(42,436)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>8,261</td>
<td>(6,419)</td>
<td>0</td>
</tr>
<tr>
<td>Changes in equity — other than transactions with owners as owners</td>
<td>2,162</td>
<td>2,464</td>
<td>0</td>
</tr>
<tr>
<td>Transfer of Revaluation Reserve to Accumulated Funds — Government House</td>
<td>0</td>
<td>12,216</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(2,162)</td>
<td>14,680</td>
<td>0</td>
</tr>
<tr>
<td>Balance at the end of the financial year</td>
<td>6,099</td>
<td>8,261</td>
<td>0</td>
</tr>
</tbody>
</table>
16. Decrease in assets from equity transfers

Government House was transferred to Historic Houses Trust on 22 November 2000.

<table>
<thead>
<tr>
<th>Responsibility transferred</th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets transferred from Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>0</td>
<td>42,436</td>
</tr>
<tr>
<td>Decrease in net assets from equity transfers</td>
<td>0</td>
<td>42,436</td>
</tr>
</tbody>
</table>

17. Comments for expenditure

(a) Capital commitments

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

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>311</td>
<td>0</td>
</tr>
<tr>
<td>Total (including GST)</td>
<td>311</td>
<td>0</td>
</tr>
</tbody>
</table>

(b) Other expenditure commitments

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

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>225</td>
<td>23</td>
</tr>
<tr>
<td>Total (including GST)</td>
<td>225</td>
<td>23</td>
</tr>
</tbody>
</table>

(c) Operating lease commitments

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

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>9,347</td>
<td>6,907</td>
</tr>
<tr>
<td>Later than one year and not later than five years</td>
<td>30,021</td>
<td>22,311</td>
</tr>
<tr>
<td>Later than five years</td>
<td>3,636</td>
<td>10,948</td>
</tr>
<tr>
<td>Total (including GST)</td>
<td>43,004</td>
<td>40,166</td>
</tr>
</tbody>
</table>

The operating lease commitments relates to leasing of office space and motor vehicles. The expenditure above includes input tax credit of $3.91 million that are expected to be recoverable from the ATO.
(d) Grant commitments

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

<table>
<thead>
<tr>
<th></th>
<th>2002 $’000</th>
<th>2001 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>6,000</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>6,000</td>
<td>0</td>
</tr>
</tbody>
</table>

The grant commitments relates to the Newcastle Steel Project.

18. Contingent liabilities

The department is not aware of any contingent liabilities associated with its operations.

19. Budget review

Net cost of services

The actual net cost of services was higher than budget by $2.2 million. This was primarily due to expenditure associated with $45.4 million supplementations approved. Overall expenditure was $8.3 million over budget. Additional grant payment ($2.8 million), employee expenditure ($2.8 million) and other operating expenditure ($2.5 million) are the main contributors towards over budget expenditure. The impact of these was reduced by $6.1 million additional revenue received.

Assets and liabilities

Current assets were $5.1 million above budget primarily due to over budget cash balance ($2.5 million) and receivables ($2.5 million). Increase in cash balance resulted due to delayed projects especially Steel ($6 million). However, purchase of above budget plant and equipment amounting to $0.6 million and increase in receivable balances depleted the cash reserves. The GST receivable from ATO increased by $1.6 million. This is the primary reason for the increase in receivables.

The over-budget current liabilities of $6.5 million occurred primarily due to the creation of a Liability to Consolidated Fund which arose because of the delays in the Steel project. The remaining $0.5 million over budget is the result of recreation leave ($0.4 million) and other accrued employee liabilities ($0.3 million) after setting off under budget payables ($0.2 million).

Cash flows

The actual net cash inflow from operating activities was $3.1 million above budget. This was primarily due to overbudget revenue received ($7.1 million) and cash inflows from government ($7.5 million) after setting off over-budget payment of $11.4 million. The over-budget investing cash outflow resulted from over-budget capital expenditure of $0.6 million.
20. Reconciliation of cash flows from operating activities to Net Cost of Services

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash from operating activities</td>
<td>3,360</td>
<td>1,315</td>
</tr>
<tr>
<td>Cash flows from government/appropriations</td>
<td>(94,424)</td>
<td>(79,299)</td>
</tr>
<tr>
<td>Acceptance by the Crown Entity of employee entitlements and other liabilities</td>
<td>(2,620)</td>
<td>(2,757)</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>(1,460)</td>
<td>(1,442)</td>
</tr>
<tr>
<td>Write back non-current assets/non-cash revenue</td>
<td>185</td>
<td>5,260</td>
</tr>
<tr>
<td>Net Gain/(loss) on sale of plant and equipment</td>
<td>(57)</td>
<td>(1,941)</td>
</tr>
<tr>
<td>Decrease/(increase) in provisions</td>
<td>(656)</td>
<td>(762)</td>
</tr>
<tr>
<td>Increase/(decrease) in prepayments and other assets</td>
<td>2,288</td>
<td>978</td>
</tr>
<tr>
<td>Decrease/(increase) in creditors</td>
<td>178</td>
<td>(944)</td>
</tr>
<tr>
<td>Decrease/(increase) in other liabilities</td>
<td>(6,000)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Cost of Services</strong></td>
<td><strong>(99,206)</strong></td>
<td><strong>(79,592)</strong></td>
</tr>
</tbody>
</table>

21. Non-cash financing and investing activities

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets acquired free of liabilities (see Note 3 (d))</td>
<td>185</td>
<td>5,260</td>
</tr>
</tbody>
</table>

22. Trust funds

The agency holds money in the Sesquicentenary of Responsible Government Trust Fund which is to be used for the Trust’s sesquicentenary operations. These monies are excluded from the financial statements as the agency cannot use them for the achievement of its objectives. The following is a summary of the transactions in the trust account:

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts during the financial year</td>
<td>2,000</td>
<td>0</td>
</tr>
<tr>
<td>Cash balance at the end of the reporting period</td>
<td>2,000</td>
<td>2,000</td>
</tr>
</tbody>
</table>

23. Financial instruments

The following financial assets and liabilities represent this Budget Dependent Agency in the NSW Public Sector.
Cash
Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11 am unofficial cash rate adjusted for a management fee to Treasury.

The average rate over the year was 3.52% (4.83% in 2001) and the rate at the end was 3.73% (4.00% in 2001).

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

Bank overdraft
The Department does not have any bank overdraft facility.

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

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

(END OF AUDITED FINANCIAL STATEMENTS)
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<td>30</td>
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The Hon R J Carr MP
Premier
Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Premier

The Olympic Coordination Authority was wound up on 30 June 2002 following passage of the Olympic Coordination Authority Dissolution Bill through Parliament.

This report covers the reporting period from 1 July 2001 to 30 June 2002 and is submitted in accordance with Section 9A (a) of the Annual Reports (Statutory Authorities) Act 1984.

Yours sincerely

Robert L Adby
Director General
Olympic Coordination Authority
To 30 June 2002
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EXECUTIVE SUMMARY

Director General’s overview

This year the Olympic Coordination Authority (OCA) continued managing all tasks necessary to complete the wind-up of the Sydney 2000 Olympics and the finalisation of Olympic agencies, including the closure of SOCOG and OCA, by the key target date of 30 June 2002.

A major milestone was the dissolution of SOCOG in October 2001, at which time $80 million was returned to the NSW Treasury.

The major tasks faced by OCA during the year included:

- the preparation and submission of legislation to wind up OCA and SOCOG
- financial settlements and closure of accounts
- finalisation of arrangements with the International Olympic and Paralympic Committees and respective national Olympic bodies
- legal and insurance settlements
- reporting on Games related activities
- records management and archiving
- re-configuration of Games facilities for their long-term use
- the effective transfer of assets, rights and responsibilities to relevant authorities such as the Sydney Olympic Park Authority
- transfer of Government responsibilities in relation to non-Sydney Olympic Park venues to the Department of Sport & Recreation and, in reference to the facilities at Penrith Lakes, to NSW Planning, from 1 July 2002
- sale of assets surplus to requirements such as the media village facilities at the old Lidcombe Hospital site
- the transfer of staff to relevant authorities and the restructuring of the Authority itself during its wind-down phase and
- maintenance of associated intellectual property and websites.

Sydney’s good relationships with the International Olympic and Paralympic Committees (IOC and IPC) were maintained throughout this period of the wind-up process. Advisory services and strategic assistance were also provided to the Organising Committees and Olympic organisations of both the Athens 2004 and Beijing 2008 Games. Several keynote addresses were given in forums organised by the IOC.

A number of Sydney 2000 staff, in follow-up employment, have been involved in the 2002 Salt Lake City Winter Games and the 2002 Manchester Commonwealth Games. Both events have been recognised as resounding successes and many elements in the organisation of these were a direct result of Sydney Games initiatives. Detailed assistance in financial and management programming was also provided to the 2006 Melbourne Commonwealth Games Organising Committee and the Victorian Government.
In February 2002, IOC President, Jacques Rogge, was presented with an inaugural first edition of the Official Report of the Games of the XXVII Olympiad, fulfilling one of the final Games-time obligations for Sydney 2000 under the Host City Contract. This report was compiled under OCA management with input from personnel in all Sydney 2000 organisations. Copies of the final report have now been distributed to all IOC Members, international sporting federations and the 200 national Olympic Committees whose athletes attended and competed in the Sydney 2000 Games.

In May 2002, the Official Report of the Games of the XI Paralympiad, prepared on a similar basis, was published and distributed to the IPC, international Paralympic sports federations and the 122 national Paralympic committees.

In both cases, Sydney introduced a technological innovation for these reports by the use of electronic formats on compact disc for some material. OCA also published the reports on the Internet via both www.oca.nsw.gov.au and www.gamesinfo.com.au.

The costs of Sydney’s Games were met as they arose and on 11 April 2002 an audited report was tabled in Parliament detailing the New South Wales Government’s financial contribution to the Sydney 2000 Games. The report identified that the New South Wales Government, which underwrote the Games, contributed an estimated $1,326.1 million to their organisation and staging and to venues and services. The report contains substantial information on the input and outcomes of the various government agencies that supported the Games and details the substantial legacy benefits remaining for the people of NSW after the Games. This report was also published on the above websites.

A separate report commissioned by the Department of State and Regional Development identified substantial legacy benefits arising to Sydney and NSW from the Games. These benefits included $3 billion in business outcomes, more than $1.2 billion worth of convention business for NSW between 1993/01 and international media exposure valued at $6.1 billion.

The formulation and subsequent passage of the Olympic Coordination Authority Dissolution Bill provided for the closure of OCA on 30 June 2002. The dissolution of OCA effectively drew the final curtain across the various specialist agencies which the NSW Government had established to deliver the Sydney 2000 Olympic and Paralympic Games. The critical roles of these agencies which included, under their abbreviated titles, ‘OCA, SOCOG, SPOC and ORTA’, were accomplished to the highest organisational standards and with a level of skill, planning and coordination for which Sydney, NSW and Australia continue to receive outstanding acclaim.

I would like to thank all of the staff and support personnel of these agencies, who were involved in this magnificent project, for their dedication, resourcefulness and commitment to the Games.

Robert L Adby  
Director General  
Olympic Coordination Authority  
30 June 2002
Vision
At its commencement, OCA’s vision was to prepare world class sporting and recreation venues and facilities, which reflected best practice and environmental sustainability in their planning, construction and operation.

The facilities were developed for the enjoyment of participants and spectators in the Sydney 2000 Olympic and Paralympic Games and for the longer-term use of the Sydney and New South Wales communities.

The purpose of the Olympic Coordination Authority during the 2001/02 financial year was to finalise, as efficiently and economically as possible, the outstanding administrative, commercial and other activities related to the Sydney 2000 Olympic and Paralympic Games and to wind up both the Sydney Organising Committee for the Olympic Games (SOCOG) and the NSW Olympic Coordination Authority (OCA).

Role
The Olympic Coordination Authority was established on 30 June 1995 to:
• Deliver sporting facilities and venues for use during the 2000 Olympic and Paralympic Games and to meet the long-term social, cultural and sporting requirements of the people of NSW
• To undertake the orderly redevelopment of Homebush Bay
• To be responsible for administering agreements concerning the Sydney 2000 Olympic and Paralympic Games between the Government and SOCOG and the Sydney Paralympic Organising Committee (SPOC).

Objectives
OCA’s objectives were to coordinate a whole-of-government response to the requirements of the Sydney 2000 Olympic and Paralympic Games.

The Authority provided an Olympic environment that responded to the local community as well as to national and international focus and expectations.

The Authority provided for a sustainable and environmentally sensitive approach in the development and construction of the venues and facilities that were used for the Olympic and Paralympic Games and for the long-term use of the facilities.

OCA ensured processes were in place to minimise any adverse social effects or disadvantages to the community, particularly in the areas of housing, transport and other social justice issues.

The Authority maximised value to government and the community through private sector participation in the construction of venues and facilities.

The Authority developed systems to manage and maintain the Olympic facilities as long-term assets for the community.

It achieved the goals and objectives set for the Authority within the specified timeframe, programs and budgets and with minimum impact on state finances.
The Authority acted at all times in accordance with the highest standards of professional and ethical behaviour and worked to satisfy public expectations of probity and accountability in the delivery of the Authority’s functions and services.

It finalised Games-related issues and arrangements in an efficient and effective manner.

OCA identified appropriate agencies to take responsibility for the various legacy assets and responsibilities arising from the winding up of the Games and ensured an orderly and timely transfer of those assets and liabilities as part of the closure of the Authority and other Olympic agencies.

Key result areas, strategies and achievements

OCA’s role included the operation of and support for the reconfiguration of Western Sydney Olympic venues for long-term use.

OCA funded and supervised the reconfiguration of various Games facilities for their long-term operational use.

The Authority was responsible for the sale of remaining assets including the Media Village.

OCA continued operations of the Sydney International Shooting Centre at Cecil Park, the Sydney International Equestrian Centre at Horsley Park and Blacktown Olympic Centre until December 2001 at which time government’s responsibilities were transferred by administrative arrangements to the Department of Sport and Recreation.

OCA continued operation of the Sydney International Regatta Centre and Whitewater Stadium at Penrith Lakes until June 2002.

Major achievements in relation to winding up Games activities included:

• The Authority supported the establishment of the Sydney Olympic Park Authority
• The Authority produced official reports associated with the Olympic and Paralympic Games
• The Authority produced Annual Reports associated with the Olympic agencies
• OCA managed the wind-up of Games-related business and commercial arrangements
• The Authority closed SOCOG and its related affairs
• It drafted and ensured the passage of legislation to close OCA
• The Authority enacted arrangements for the transfer of OCA’s assets, rights and liabilities to appropriate entities
• The Authority itself was dissolved.
Financial summary

Auditors
The Auditor General of New South Wales again acted as auditor to OCA for the financial year ended 30 June 2002.

NSW Government funding
The NSW Government funding appropriation for recurrent expenditure for the year ended June 2002 was $17,790 million.

No capital appropriation was received. In addition the Crown Entity accepted liability for employee entitlements and payroll tax on superannuation to a value of $0.704 million.

Financial statements

Income
Total revenue earned by OCA for the year in addition to appropriations from Government was $17.23 million. The main components of this revenue were investment income $4.9 million and various Olympic Games settlements of $2.4 million. In addition OCA accounted for a gain on disposal of non-current assets from the sale of the Media Village at Lidcombe of $34.82 million.

Expenditure
Total Operating expenditure was $35.10 million. The main components of this expenditure were: Employee Related costs $5.8 million; Asset Management costs $3.0 million; Administration Expenses $6.1 million; Depreciation and Amortisation $8.0 million; and Grants and Subsidies $7.3 million.

Net cost of services
The above outcomes in Income and Expenditure resulted in a surplus in Net Cost of Services of $17.0 million.

Surplus for the year
The Surplus for the Year, including Government Contribution was $35.4 million.

Changes in equity
Arising from the sale of the Media Village, an amount of $20 million was transferred from Asset Revaluation Reserve to Accumulated Funds.
Wind up of OCA

Before the Games were held, work had commenced on planning for post-Games arrangements and the wind-up of the Olympic agencies. SOCOG formed a Task Force to identify and track the action that would be required for closure of functions and OCA commenced its own planning and preparation of legislation to give effect to the wind-up process. That legislation was the Sydney 2000 Games Administration Act, which was passed in late 2000. The Act provided for the transfer of operational responsibility for the wind-up of Games activities to the Director General of OCA from 1 January 2001. This came to include the dissolution of SPOC (effective on 31 December 2000), ORTA (effective from 1 June 2001), and eventually SOCOG (proclaimed on 31 October 2001), with all their respective assets, rights and obligations progressively transferred to OCA.

OCA was also charged with finalising all remaining business of the Games prior to its own completion. The NSW Government was repaid $80 million of the $140 million contingency advance provided by the Treasurer upon dissolution of SOCOG.

The successful fulfilment of staging ‘the best ever’ Olympic Games has left a legacy of world-renowned venues and environmental features. The next stage of development at Sydney Olympic Park required a new organisation, different skills and a fresh approach. The Sydney Olympic Park Authority (SOPA) was created under its own legislation and is now responsible for taking on this challenge and protecting the Games legacy.

The new Authority was formed with effect from 1st July 2001 and oversee the Olympic Park precinct and sporting venues at Homebush Bay, together with Millennium Parklands and Bicentennial Park.

SOPA’s mission is to ensure the development of Sydney Olympic Park as one of the world’s leading sporting, entertainment, recreational, environmental, education and exhibition precincts.

The Sydney Olympic Park Authority Act 2001 provides for the Authority to make all reasonable attempts to:

a) ensure that Sydney Olympic Park becomes an active and vibrant town centre within metropolitan Sydney
b) ensure that Sydney Olympic Park becomes a premium destination for cultural, entertainment, recreation and sporting events
c) ensure that any new development carried out under or in accordance with the Act accords with best practice environmental and town planning standards
d) ensure the protection and enhancement of the natural heritage of the Millennium Parklands.

SOPA’s Chairman is Mr David Richmond AO, a former Director General of OCA. During the 2001/02 financial year, OCA effectively transferred assets and responsibility for the operations of assets to SOPA. The Authority funded a number of remedial works required to the facilities, which were necessary for the longer-term operations of some venues.
Highlights of the year

• Establishment of the Sydney Olympic Park Authority on 1 July 2001 to take responsibility for orderly development of Sydney Olympic Park
• The dissolution of SOCOG and subsequent return of $80 million to the NSW Government.
• The preparation and passage of the Olympic Coordination Authority Dissolution Bill
• The reconfiguration of a series of Olympic venues for their long-term utilisation
• The Official Report of the Games of the XXVII Olympiad, and Official Report of the XI Paralympic Games were published and distributed
• An audited report to Parliament on the cost of the Games
• Establishment of a Sydney Beijing Olympic Games Secretariat with the objective of providing support and identifying opportunities for NSW industry to participate in the development and operations of the 2008 Games to be held in Beijing, China
• The dissolution of the Olympic Coordination Authority.

Publications

• SOCOG Annual Report
• OCA Annual Report
• Official Report of the Games of the XXVII Olympiad

Staffing

At 30 June 2002, OCA had 10 officers engaged on its establishment. Five transferred on 1 July 2002 to NSW Planning with the transfer of the operations of the Penrith Lakes Regatta Centre. The other five transferred to the NSW Premier’s Department from 1 July 2002.

SES staffing profile

Robert Adby was Director General of the Olympic Coordination Authority until its closure on 30 June 2002 and was appointed Assistant Director General of the Major Venues and Rugby World Cup 2003 Coordination Unit, Premier’s Department, from 1 July 2002.

Alan Marsh was engaged as acting CEO of the Sydney Olympic Park Authority until February 2002 at which time he returned to the Olympic Coordination Authority to oversee the establishment of the Rugby World Cup Coordination Unit. Mr Marsh transferred to the Premiers Department on 1 July 2002 and continues in a role to coordinate and manage government responsibilities in relation to the 2003 Rugby World Cup.

John Kent was seconded for the whole year to the Sydney Olympic Park Authority and was engaged in the preliminary planning for the Millennium Parklands until 30 June 2002.
John McCartney was engaged to provide construction policy and administration of contract support to the Sydney Olympic Park Authority and was seconded later in the year to work on the Parramatta to Chatswood Rail Link project. On 30 June 2002 he transferred to the Department of Public Works and Services.

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**Senior Executive Performance Statement**

**Mr Robert Adby**  
**Director General**  
**Olympic Coordination Authority**

The Director General, Premiers Department, expressed satisfaction with Mr Adby’s performance throughout 2001/02.

Mr Adby has successfully met the criteria of his performance agreement, including the provision of high quality policy, operational and strategic advice and coordination of government priorities.

Significant achievements in 2001/02 include:

- Developed legislation to establish the Sydney Olympic Park Authority and wind-up remaining Olympic agencies and completed complex negotiations with various interest groups.
- Provided significant leadership in the wind-up of the Olympic Coordination Authority.
- Completed contractual, commercial and financial arrangements associated with the Olympic and Paralympic Games.
- Established the Sydney Beijing 2008 Secretariat to pursue opportunities for NSW trade with China.
- Completed venue transfers of non-Sydney Olympic Park venues to Department of Sport and Recreation, NSW Planning, Blacktown Council, Penrith Council and Bankstown Council.
- Effectively managed the wind-up of SOCOG and the Olympic Roads and Traffic Authority.
- Assisted the Premiers Department in the planning and initiation of the New South Wales Government support to Rugby World Cup 2003.
Alan Marsh  
Executive Director  
Olympic Coordination Authority  

The Director General reported that Mr Marsh performed to a high level in 2001/02.

In his role as Acting Chief Executive of the newly established Sydney Olympic Park Authority (SOPA), Mr Marsh embarked on the restructure of the resources allocated to the Authority from the Olympic Co-ordination Authority including the reduction of staff numbers from approximately 380 to 150 persons. This program saw the successful integration of the Bicentennial Park Authority and the assets of the State Sports Centre Trust into the new Authority.

Mr Marsh oversaw the compilation and publication of SOPA’s initial corporate plan, the establishment of the Board of Management and a number of its sub-committees and the publication of the Authority’s draft Masterplan for the future development of Sydney Olympic Park in the post Olympic era. Under Mr Marsh’s guidance, initial expressions of interest for future development proposals for the site were also issued to the public and responses received.

From February 2002, in the role of Executive Director Rugby World Cup, Mr Marsh achieved a number of critical milestones in ensuring Government support in delivering this international event is every bit as successful as that witnessed during the 2000 Olympic and Paralympic Games. Mr Marsh has played a key management role in the signing of the Memorandum of Understanding with the Australian Rugby Union and the establishment of relevant task groups and working parties to deliver major services such as transport, security, health, protocol and venue precincts.

Consultancies  
Sandy Hollway  
Sydney Beijing Olympic Secretariat  

Overseas visits  

<table>
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<th>OFFICER</th>
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<td>Robert Adby</td>
<td>USSR, Europe and Canada</td>
<td>July 2001</td>
<td>Presentation of official report on Sydney Games to the 112th Session of the IOC in Moscow.  Review of previous Games facilities in their longer term post-Games configuration.</td>
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<td>China</td>
<td>October 2001</td>
<td></td>
<td>Attend opening of the China National Games on the invitation of Guangdong Province, sister state of NSW.</td>
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<tr>
<td>USA</td>
<td>February 2002</td>
<td></td>
<td>Assist Australian and NSW Trade Delegation to Salt Lake City Winter Olympics.</td>
</tr>
<tr>
<td>Alan Marsh</td>
<td>New Zealand</td>
<td>April 2002</td>
<td>Venue Management Association and Asia Pacific Exhibition Convention Conference.</td>
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SUMMARY OF OPERATIONS

This Annual Report of the Olympic Coordination Authority (OCA) is the closing account of its operations and the wind-up of its remaining responsibilities from the closure of the Sydney Organising Committee for the Olympic Games. The Authority was dissolved on 30 June 2002 in accordance with the Olympic Coordination Authority Dissolution Bill which was given Royal assent on 8 July 2002.

Established in 1995, OCA was the lead government agency in organising the Sydney 2000 Olympic and Paralympic Games. Prior to the closure of the Games, OCA, as lead agency, had commenced the necessary planning and preparation for the Games wind-up process. This initially involved the huge task of returning all venues used for Olympic competition to ‘normal’ operating mode, finalising some 4,500 contracts, and in this latest period, managing the winding-up and final activities of the four Olympic agencies. During the reporting period 2001/02, OCA took responsibility for the closure of the Sydney Organising Committee for the Olympic Games (31 October 2001) and then the Authority itself, which completed the wind-up of all the dedicated Games agencies.

In June 2002, a report entitled Business and Economic Benefits of the Sydney 2000 Games — A Collation of Evidence, prepared by Pricewaterhouse Coopers for the NSW Department of State and Regional Development, was published. This report details the pivotal role of the NSW Government in supporting the Games and identifies the substantial benefits accruing to the people of Sydney, New South Wales and Australia. These benefits included -

- some $3 billion in business outcomes including:
  - $600 million in new business investment
  - $288 million in new business under the Australian Technology Showcase
  - almost $2 billion in post-Games sports infrastructure and service contracts.
- of the above $3 billion, over $500 million has been secured in contracts, sales and new investment by businesses located in regional NSW
- the injection of over $6 billion in infrastructure developments in NSW
- the injection of over $1.2 billion worth of convention business in NSW between 1993 and 2007
- over $6 billion in inbound tourism spending during 2001
- a greatly enhanced business profile for Sydney, NSW and Australia through the equivalent of up to $6.1 billion worth of international exposure
- greater expertise and confidence in tendering, both domestically and overseas, on large scale projects
- new and improved business programs including strong collaboration with the private sector.

The contribution of services for the Games by New South Wales government agencies has provided significant legacies for the state. The completion of major transport and construction projects has enhanced Sydney as a business location.
and provided long-term benefits to infrastructure and the urban environment. These projects included:

- $2 billion Sydney Airport upgrade
- $700 million Eastern Distributor
- $320 million improvement of the Sydney CBD.

The Games also tested the effectiveness of Sydney’s public transport system with more than 38 million trips recorded during the Olympic Games period.

In just over 18 months, the four main agencies involved in organising the Games, including the Sydney Paralympic Organising Committee (SPOC), the Olympic Roads and Transport Authority (ORTA), the Sydney Organising Committee for the Olympic Games (SOCOG) and the Olympic Coordination Authority (OCA), have been wound up with very few commercial matters left to be resolved.

During this financial year as part of the closure of OCA, arrangements were put in place for the Department of Sport and Recreation to take responsibility for administering the government’s interest in the Sydney International Equestrian Centre at Horsley Park, the Sydney International Shooting Centre at Liverpool, the Blacktown Olympic Centre and the Ryde Aquatic Leisure Centre. Responsibility for administering government’s interest in the Sydney International Regatta Centre and Whitewater Stadium at Penrith Lakes was transferred to NSWPlanning from 1 July 2002.
APPENDIX 1

The Sydney 2000 legacy

Business and economic benefits

In addition to the Games-specific sport and cultural objectives and the related environmental and legacy objectives, the NSW Government committed to an extensive program of business development and investment attraction in order to leverage from the Games and bring investment, export dollars and jobs for the benefit of the people of Sydney, NSW and Australia. This activity included:

- Promoting Sydney and NSW as attractive investment destinations, especially for regional headquarters of multinational corporations
- Promoting Sydney and NSW as tourism and convention destinations
- Working with Commonwealth Government departments and private sector sponsors to raise the profile of Sydney, NSW and Australia.

An Economic Impact Study published in 19991 estimated that the Sydney Olympics would generate $6.5 billion in economic activity over a 12-year period. This increase in economic activity is driven by Olympic-related spending including government spending on venues and infrastructure construction, Games operations and support as well as tourist and Games visitor spending.

Subsequent to the Games, a number of studies have been undertaken which examine the nature and extent of business and economic benefits of the Sydney 2000 Games.

The NSW Department of State and Regional Development commissioned a study, conducted by PricewaterhouseCoopers (PWC) with that specific objective.

The PWC report observed that the NSW Government played a pivotal role in delivering many business and investment benefits from the Games and their global audience to Sydney, NSW and Australia. This program sought to bring in investment and create employment. In addition, the NSW Government delivered the Games with an extensive level of public/private sector cooperation by a highly effective network of state, Commonwealth and corporate entities.

In addition the PWC report highlighted the following benefits:

- The NSW Government initiated or participated in a wide range of business development and investment attraction programs linked to the Sydney 2000 Games, including:
  - Investment 2000, a government/private sector investment attraction program, which produced 45 investments, $520 million in inward investment and 1,150 jobs

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1 Economic Impact Study of the Sydney 2000 Olympic Games, Arthur Andersen and Centre for Regional Economic Analysis, University of Tasmania, January 1999.
- The Australian Technology Showcase, which highlighted 270
innovative Australian companies and contributed to $288 million in
new sales, investments and exports to December 2001.
- The Business Club Australia program, which provided significant
business and networking opportunities. This program linked to the
Commonwealth Trades Business program and attracted 16,000 visitors
to the event.

- The Games provided enormous benefit to Australia’s tourism and retail
sectors. Highlights include:
  - The Sydney Convention and Visitors Bureau has won 210 events,
    attracting more than 250,000 delegates and injecting more than $1
    billion into Sydney’s economy.
  - The attraction of 110,000 Games-specific international visitors.

- The success of Olympic activities in the sale of broadcast rights, sponsorships,
  licensing and ticket sales yielded benefits for Australia such as:
  - The generation of over $1.1 billion for SOCOG from the sale of
    broadcast rights to the Games with the Games themselves being the
    most-watched event in history to that time.
  - The generation of over $680 million in sponsorship revenues for
    SOCOG, well in excess of bid estimates.
  - Record ticket sales generating over $610 million for SOCOG.

The report concluded that the Games provided a unique opportunity for
enhancing skills and capabilities in Australian businesses and for showcasing the
depth of talent, creativity and skill of Australian business to the rest of the world. In
the long term, the benefits to business generated by the Games, in terms of skills,
contracts, international awareness, partnering and investment, may come to be
recognised as their most enduring legacy.
APPENDIX 2

Summary of legacies — all NSW agencies

There are many examples of legacies to the NSW community, which have resulted from the preparation and conduct of the Games. These include many new and upgraded sporting venues, the redevelopment of Homebush Bay as Sydney Olympic Park and support infrastructure acquired by NSW Government agencies. This section summarises the legacy benefits for NSW arising from the Sydney 2000 Olympic and Paralympic Games as outlined in this report:

• Venues and facilities
• OCA — planning, coordination and operations
• Transport
• Security
• Health and medical
• Waterways and harbour management
• Other Olympic services.

Venues and facilities

A provision of the OCA legislation was that Olympic venues and facilities were suitable for use after the Olympic Games and met the long-term requirements of Sydney. OCA’s venue procurement and construction policy provided for the long-term provision of venues for the various Olympic sports. This legacy requirement has resulted in state-of-the-art venues being placed in key areas of western Sydney as well as at Sydney Olympic Park (SOP):

• Sydney Olympic Park Infrastructure and Common Domain
• Integrated Water Cycle Development
• Sydney Olympic Park Hotel
• Millennium Parklands
• Bicentennial Park
• The Suburb of Newington
• Stadium Australia
• Sydney SuperDome
• Sydney Aquatic Centre
• Sydney Athletic Centre
• State Hockey Centre
• State Sports Centre
• NSW Tennis Centre
• Sydney International Archery Park
• Sydney International Equestrian Centre
• Dunc Gray Velodrome
• Sydney International Shooting Centre
• Sydney International Regatta Centre
• Penrith Whitewater Stadium
• Blacktown Olympic Centre
• Ryde Aquatic Centre
• Olympic Sailing Shore Base.

The development of Sydney Olympic Park has provided a legacy of world-class sporting facilities and their surrounding parklands provide a recreational legacy for the state. These facilities feature internationally recognised world-class environmental initiatives.

The Games represented a milestone in the setting of standards for venue design particularly in respect of disability access. These benefits remain in all of Sydney’s permanent Games venues.

**OCA - planning, coordination and operations**

Invaluable experience gained from all OCA programs will assist with preparation for future major events. The development and promotion of transport infrastructure has established public transport as a critical support to major events at SOP.

**Transport**

• NSW’s public transport system has proven its ability to provide a world-class service. The people of Sydney have accepted public transport as an efficient and viable travel option to access major events
• Knowledge gained from the Olympic Transport experience can be applied to future major events across NSW as well as daily travel
• The Games demonstrated the benefit of strong links between event organisers and transport planning
• The Games resulted in an unprecedented level of coordination and integration across the state’s transport agencies and modes, including coordinated planning, integrated ticketing, transport services and improved communications with the public. The Department of Transport is working to build on the success of the Games
• The Games also resulted in improved relations between staff, unions and management through unprecedented levels of cooperation, and improved customer service and community communications through the provision of real time train information
• Public transport in now firmly established as the primary means of travel to Homebush Bay for major events. This will greatly assist the long-term viability of Sydney Olympic Park
• Supporting infrastructure programs undertaken by SRA and RTA, such as station upgrades and road improvements, will provide public amenity for many years to come.
Security

- Capital purchases included communications equipment enhancements, water police vessels and other specialist police equipment, which will continue to be used well beyond the period of the Games.
- The tactical and operational cooperation that occurred between state police jurisdictions, other state agencies, Commonwealth and international agencies was unprecedented in many areas and, with the policies, systems, and relationships developed, provides a significant legacy.
- In many areas, the training courses developed in preparation for the Games will benefit future operations through enhanced capability.
- In respect of counter terrorism capability, improved cross-jurisdictional training, upgraded infrastructure at various locations, and major electronic surveillance assets acquired will provide a long-term benefit to the community and the NSW Police Service.
- At the time of the Games the intelligence-based risk management methodology developed by the Olympic Intelligence Centre was regarded internationally as ‘world best practice’ and has been adopted for use at other international sporting events.

Health and medical

- Invaluable experience and skills gained will benefit future health care services provided to major events.
- Partnerships between NSW Department of Health, Public Health Units, emergency departments, laboratories and other government agencies have been enhanced.
- The Olympic surveillance and reporting experience has provided a valuable framework for future use.
- The Olympic Food Safety Program provided the following legacies:
  - Area Public Health Units can utilise Operation Foodwatch data.
  - Minor assets acquired to support the Games program will be utilised by Public Health Units.
- The Olympic Environmental Health Program provided the following legacies:
  - The establishment of an accurate cooling tower register.
  - Increased awareness of and compliance with NSW Public Health Act (1991), particularly for swimming pools and cooling towers.
- The Games Vessel Inspection Program will continue to be conducted by the South Eastern and Central Sydney Public Health Units to cover Sydney-based charter vessels and visiting international ships.
- Counter Disaster Services during the Games provided the following legacies:
  - Increased awareness and training in disaster response for health personnel.
  - Retention of protective equipment and pharmaceuticals.
  - Hospital decontamination units developed for the Games allow the management of contaminated patients onsite.
Waterways and harbour management

- Enhanced understanding of the operational requirements for large events. Resources and logistics were managed efficiently in a complex environment.
- The Sydney Harbour Operations Centre has been re-established at Rozelle Bay as a State Operations Centre from September 2001. This centre functions as a central control mechanism for major events on Sydney Harbour and elsewhere in NSW, as well as a command centre to manage incidents and safety compliance campaigns.
- The Sydney Harbour Plan of Management has provided a snapshot of Sydney Harbour in the year 2000 that can be used for future planning and waterways management.
- The Super Yacht Marina represents a legacy asset for the NSW Government.

Other Olympic services

NSW Fire Brigades

- NSW Fire Brigades (NSWFB) improved its capacity to deliver a world-class fire and emergency service.
- Enhanced understanding of the operational requirements for large events. Both planning and delivery stages provided NSWFB with critical experience.
- NSWFB resources and logistics can be managed efficiently in a complex operational environment.
- Examples include rosters, accreditation, training, and resource mix given diverse Games venues.
- Partnerships with other agencies to deliver an integrated service to the community.
- New skills provided by Games planning and training will improve future NSWFB services.
- A major legacy resulting from the Games is NSWFB’s enhanced capability and expertise in dealing with chemical, biological and radiological threats.

Sport and Recreation

- The sporting community of NSW, particularly Western Sydney, now has a legacy of world class sporting facilities. It is anticipated the availability of these facilities will increase sport participation rates.
- Department staff gained valuable experience in providing services and facilities for elite athletes at a major international event.
- Disadvantaged youth have been given the opportunity to experience the Games and have shown a greater interest in participating in sport.
- Post Olympic programs have been developed to promote sport in the community.
National Parks and Wildlife Service
• Valuable project management and event planning experience
• Enhanced facilities for spectators at Sydney Harbour vantage points
• International promotion of Sydney Harbour through the facilitation of television broadcasts and other photography.

Royal Botanic Gardens
• Valuable project management and event planning experience
• Legacy improvements, such as widening of the Seawall Path and installation of lighting will provide public amenity for many years to come.

State Emergency Services
• SES Volunteers successfully provided support services to the NSW Police. Valuable experience has been gained which will assist future major events
• New uniforms have been acquired.

Premier’s Department
• The Olympic and Paralympic Games Protocol Program has provided international visitors with positive impressions of Sydney. This may create future investment and trade opportunities for the state.
APPENDIX 3

Olympic-related awards

The 2000 Games have received many accolades. Those associated with the Games have also been responsible for many professional awards being bestowed on their organisations. The following awards have been won by OCA as a result of the preparations for and conduct of the Games.

International awards

2001 United Nations Environment Programs (UNEP) Global 500 Award for Environmental Excellence — was jointly awarded to OCA and SOCOG. This prestigious international award is recognition of Sydney 2000’s commitment to ecologically sustainable development, which set benchmarks in the areas of energy, water conservation, waste minimisation, pollution avoidance and protection of the natural environment.

2001 International Olympic Committee/International Association Design Award Special Distinction — for Sports and Leisure Facilities at Sydney International Regatta Centre.

2001 International Olympic Committee/International Association Design Award Silver Award — for Sports and Leisure Facilities at the Olympic Sailing Shore Base at Rushcutters Bay Marina.

2001 Eco-Efficiency Biennial Conference, Turin Italy — Environment Award

1999 International Association of Audiovisual Communications Gold CINDY (International Cinema in Industry) in Public Service and Information — awarded for OCA’s ‘Creating the Vision’ video.


1999 International Association of Audiovisual Communications Bronze CINDY — awarded for OCA’s ‘The Big Clean-Up’ video.

1999 US International Film and Video Festival Silver Award, Visitor Centre Presentations Category — awarded to OCA for ‘Creating the Vision’.


1999 Intercom Chicago International Film Festival, Certificate of Merit — awarded to OCA for ‘Creating the Vision’ video.

Other awards

Environment

2001 Banksia Foundation National Environmental Award — Infrastructure and Service category — for the Water Reclamation and Management Scheme (WRAMS), Homebush Bay.

2001 National Australian Water Association Award: Environmental Merit Award — Integrated Water Cycle.

2000 Banksia Environmental Award for Flora and Fauna Conservation — awarded to OCA for its work to conserve and protect the green and golden bell frog at Homebush Bay.

2000 Gold Banksia Environmental Award — awarded to OCA for its work to conserve and protect the green and golden bell frog at Homebush Bay. This award recognises individuals and organisations that make contributions to environmental protection worthy of extra recognition and acknowledgement.

2000 Royal Institution of Chartered Surveyors Regeneration Award — awarded to OCA for the significance of the urban renewal of the Sydney Olympic Park site. This award honours projects that have improved areas of urban, rural or coastal decay.

1999 Department of Land and Water Conservation Gold RiverCare 2000 Award in State Government Category — awarded to OCA for its comprehensive and integrated approach to water management at Homebush Bay.

1999 Banksia Environmental Foundation Awards, Construction Practices Category — awarded to the Sydney SuperDome for its innovative design and construction environmental initiatives.

1999 Stormwater Industry Association Award — won for stormwater management at Homebush Bay.

1995 NSW Department of Land and Water Conservation Gold River Care 2000 Award — awarded to OCA and Waste Services NSW for the remediation of Haslam’s Creek South.

1994 Vision for Australia Award, Government Environmental Program — awarded to Waste Services NSW & Homebush Bay Development Corporation for their environmental program.

Design and construction

2001 Association of Consulting Engineers Australia Award — presented for the Olympic cauldron.
2000 Project Management Achievement Awards Highly Commended — awarded for Sydney International Aquatic Centre.

2000 Association of Consulting Engineers Australia BHP Australia Steel Award for Innovative Steel — awarded for Stadium Australia.

2000 Association of Consulting Engineers Australia BHP Australian Steel Awards Commendation for Innovative Steel — awarded for Sydney SuperDome.


2000 Australian Council of Building Design Professionals, The Urban Design in Australia Award — awarded to Hassell Pty Ltd, Peter Walker & Partners and Bruce McKenzie Design for Millennium Parklands Concept Plan.

Master Builders Association (MBA) Excellence in Construction Award, Merit in Civil Engineering — awarded to Cardno MBK (NSW) Pty Ltd for the provision of temporary bridges in Homebush Bay.

2000 Association of Consulting Engineers Australia National Engineering Awards — Gold Awards presented to Sinclair Knight Merz for Stadium Australia and to the environmental engineers Willing and Partners for the Northern Water Feature.

2000 Association of Consulting Engineers Australia National Engineering Awards — Silver award presented to Gutteridge Haskins and Davey for Homebush Bay infrastructure development.

2000 Institution of Structural Engineers, Structural Special Award — awarded to Modus Consulting Engineers for Stadium Australia.

2000 National Association of Women in Construction (NAWIC) Awards, Merit Award — presented to Bridget Smyth, Anne Loxley and Katie Perry of the Olympic Coordination Authority for their contribution to the OCA Public Art Program.

2000 BHP Colorbond Award — Tennis Centre.

2000 Royal Australian Institute of Architects Awards, John Sulman Award — presented to Bligh Voller Nield for the NSW Tennis Centre, Centre Court at Homebush Bay.

1999 Australian Institute of Landscape Architects Awards for Achievement in Landscape Architecture, Merit Awards in the master planning and urban and civic categories — awarded to Hassell Pty Ltd.

1999 Australian Institute of Steel Construction NSW Architectural Steel Design Award — awarded to Olympic Park Railway Station.

1999 Engineering Excellence Award for Project Development Infrastructure — won by the Lighting Towers in Olympic Plaza.

1999 Environmental Engineering and Excellence Award — won for the 'Towers of Power' along Olympic Boulevard. This award recognises the innovative design and concept of the towers.

1999 Engineering Excellence Awards, Bradfield Award for Best Engineering, Project Development — Building Award and the Overall Project Award — won by Stadium Australia.

1999 BHP Merit Award for Indoor Arena — awarded to Sydney International Equestrian Centre.

1999 MBA Merit Award for Excellence in Construction — awarded to Sydney International Equestrian Centre.

1999 BHP Colorbond Award — awarded to Sydney International Archery Park.

1999 Australian Institute of Landscape Architects NSW/ACT Merit Awards for Achievement in the master planning, urban and civic design categories — awarded to Hassell and Associates for the Millennium Parklands Concept Design Plan and the design of Station Square at Homebush Bay.

1998 RAIA BHP Colorbond Award for innovative use of steel architecture — awarded to Hassell Pty Ltd for the Olympic Park Station.

1998 RAIA NSW Sir John Sulman Award — awarded to Olympic Park Rail Station (Hassell Pty Ltd).

1998 Association of Consulting Engineers Australia (ACEA) Award for Excellence — awarded to Tierney & Partners Pty Ltd for Olympic Park Railway Station.

1998 MBA Excellence in Construction Award, Building Sporting Facilities Up to $5,000,000 category — won by Abigroup Contractors Pty Ltd for Sydney International Regatta Centre.

1998 National Electrical and Communications Association (NECA) Excellence Award, Commercial Project — General Contracting Category 3 — to Simon-Carves Electrical Services for Olympic Park Railway Station.

1997 Metal Building Award of Merit, the Community/Sporting category — awarded to NSW Regatta Centre.

1996 RAIA Commendation, Civic Design category — awarded to NSW Regatta Centre.

1995 RAIA Merit Award for Public Buildings — awarded to Sydney International Athletics Centre Olympic Facilities.
Awards associated with the Olympic Village

2000 RAIA Award — Medium Density Design Award.

2000 Australian Institute of Building Awards — Professional Excellence in Building.

2000 Pathe Greensmart Awards; BHP Colorbond Steel National Energy Efficiency Award — Pilkington Greensmart Development of the Year.

2000 The Australian Property Institute — Excellence in Property Development Award.

2000 Australian Institute of Building National Excellence Award.

2000 MBA Awards — for Waste Management, Energy Efficient Housing, Home Units $250,000 - $500,000, Environmental Management.

1999 Housing Industry Association (HIA) Award — Project/Spec Home in its Price Range.

1999 HIA Award — Project/Spec Home of the Year.

1999 HIA Award — Energy Efficient Home of the Year.

1999 MBA Award — Best Home Units in its Price Range.

1999 MBA Award — Energy Efficiency in Residential Construction.

1999 MBA Award — Energy Efficient Housing.

Olympic Games Opening Ceremony awards

2001 ‘Mo’ Award — Major Award: Aristocrat Special Event of the Year

2001 Australian Entertainment Industry Association (AEIA) Helpmann Award - Best Special Event /Performance.

Other NSW Government agency awards

2001 Premier’s Awards, Gold Award in the Service Delivery Category — awarded to the NSW Public Service for its contribution to the Sydney 2000 Olympic and Paralympic Games.

ORTA was presented with Australasian Evaluation Society Award for performance evaluation, and the Australian Marketing Institute Award for the marketing campaign for public transport to Homebush Bay.
FINANCIAL STATEMENTS

The financial report which follows consists of:

- Independent Audit Report 172
- Director General's Declaration 173
- Statement of Financial Performance 174
- Statement of Financial Position 175
- Statement of Cash Flows 176
- Notes to Financial Statements 177
INDEPENDENT AUDIT REPORT

Olympic Co-ordination Authority

To Members of the New South Wales Parliament

Scope

I have audited the accounts of the Olympic Co-ordination Authority for the year ended 30 June 2002. The Director-General is responsible for the financial report consisting of the accompanying statement of financial position, statement of financial performance, statement of cash flows and summary of compliance with financial directions, together with the notes thereto, and the information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament based on my audit as required by the Public Finance and Audit Act 1983 (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Authority's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report of the Olympic Co-ordination Authority complies with sections 41B and 41EA of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the authority as at 30 June 2002 and the results of its operations and its cash flows for the year then ended.

A T Whitfield
Deputy Auditor-General

SYDNEY
23 October 2002
OLYMPIC CO-ORDINATION AUTHORITY

Financial Statements for the Year Ended 30 June 2002

Pursuant to Section 41C (1B) and (1C) of the Public Finance and Audit Act 1983, I declare that in my opinion:

1. The accompanying financial statements exhibit a true and fair view of the Authority's financial position as at 30 June 2002 and transactions for the year then ended;

2. The statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit (General) Regulation 1995, the Treasurer's Direction and the directives of the Financial Reporting Code.

Further, I am not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Robert L. Adby
Director General

31 October 2002
Statement of Financial Performance for the year ended 30 June 2002

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>ACTUAL 2001/02 $'000</th>
<th>BUDGET 2001/02 $'000</th>
<th>ACTUAL 2000/01 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NOTES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee related</td>
<td>2(a)</td>
<td>5,783</td>
<td>3,122</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>2(b)</td>
<td>12,334</td>
<td>15,932</td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td>1,710</td>
<td>2,021</td>
</tr>
<tr>
<td>Depreciation and Amortisation</td>
<td>2(c)</td>
<td>8,026</td>
<td>75,205</td>
</tr>
<tr>
<td>Grants and Subsidies</td>
<td>2(d)</td>
<td>7,250</td>
<td>-</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>2(e)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>35,103</td>
<td>96,280</td>
<td>451,699</td>
</tr>
</tbody>
</table>

Less:

<table>
<thead>
<tr>
<th>RETAINED REVENUE</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of Goods and Services</td>
<td>3(a)</td>
<td>75</td>
<td>275</td>
</tr>
<tr>
<td>Investment Income</td>
<td>3(b)</td>
<td>4,872</td>
<td>300</td>
</tr>
<tr>
<td>Retained Taxes, Fees and Fines</td>
<td>3(c)</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>3(d)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>3(e)</td>
<td>12,278</td>
<td>235</td>
</tr>
<tr>
<td>TOTAL RETAINED REVENUE</td>
<td>17,233</td>
<td>810</td>
<td>135,075</td>
</tr>
</tbody>
</table>

GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS | 34,820 | 10,000 | 2,302 |

NET COST OF SERVICES | (16,950) | 85,470 | 314,322 |

GOVERNMENT CONTRIBUTIONS |                      |          |          |
| Recurrent Appropriation | 5 | 17,790 | 19,990 | 150,628 |
| Capital Appropriation | 5 | - | - | 47,118 |
| Acceptance by the Crown Entity of Employee Entitlement and Other Liabilities | 6 | 704 | 125 | 1,473 |
| TOTAL GOVERNMENT CONTRIBUTIONS | 18,494 | 20,115 | 199,219 |

SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES | 35,445 | (65,355) | (115,103) |

Extraordinary Items | - | - | - |

SURPLUS/(DEFICIT) FOR THE YEAR | 35,445 | (65,355) | (115,103) |

NON-OWNER TRANSACTION |

CHANGES IN EQUITY |                      |          |          |
| Net Increase in Asset Revaluation Reserve | 14 | - | - | 23,419 |
| TOTAL REVENUE, EXPENSES AND VALUATION ADJUSTMENTS |          |          |          |
| RECOGNISED DIRECTLY IN EQUITY | - | - | 23,419 |

TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS | 35,445 | (65,355) | (91,684) |

The accompanying notes form part of these statements.
Statement of Financial Position as at 30 June 2002

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2001/02</th>
<th>BUDGET 2001/02</th>
<th>ACTUAL 2000/01</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>NOTES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>8</td>
<td>11,465</td>
<td>57,388</td>
</tr>
<tr>
<td>Receivables</td>
<td>9</td>
<td>80,842</td>
<td>343</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>92,307</td>
<td>57,731</td>
<td>87,417</td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>10</td>
<td>30,434</td>
<td>212,394</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>30,434</td>
<td>212,394</td>
<td>1,992,981</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>122,741</td>
<td>270,125</td>
<td>2,080,398</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>11</td>
<td>7,854</td>
<td>245</td>
</tr>
<tr>
<td>Employee entitlements and other provisions</td>
<td>12</td>
<td>140</td>
<td>200</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>7,994</td>
<td>445</td>
<td>48,736</td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Non-Current Liabilities</td>
<td></td>
<td>7,994</td>
<td>445</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>7,994</td>
<td>445</td>
<td>48,736</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>114,747</td>
<td>269,680</td>
<td>2,031,662</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserve</td>
<td>14</td>
<td>-</td>
<td>117,497</td>
</tr>
<tr>
<td>Accumulated Funds</td>
<td>14</td>
<td>114,747</td>
<td>152,183</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>114,747</td>
<td>269,680</td>
<td>2,031,662</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these statements
## Statement of Cash Flows for the year ended 30 June 2002

<table>
<thead>
<tr>
<th>NOTES</th>
<th>ACTUAL 2001/02 $'000</th>
<th>BUDGET 2001/02 $'000</th>
<th>ACTUAL 2000/01 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASH FLOWS FROM OPERATING ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Related</td>
<td>(6,181)</td>
<td>(5,082)</td>
<td>(45,628)</td>
</tr>
<tr>
<td>Grants and Subsidies</td>
<td>(7,250)</td>
<td>-</td>
<td>(23,509)</td>
</tr>
<tr>
<td>Other</td>
<td>(52,121)</td>
<td>(24,198)</td>
<td>(119,760)</td>
</tr>
<tr>
<td>Total Payments</td>
<td>(65,552)</td>
<td>(29,280)</td>
<td>(188,897)</td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Goods and Services</td>
<td>75</td>
<td>5,505</td>
<td>62,532</td>
</tr>
<tr>
<td>Retained Taxes, Fees and Fines</td>
<td>8</td>
<td>-</td>
<td>364</td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>-</td>
<td>-</td>
<td>10,782</td>
</tr>
<tr>
<td>Interest Received</td>
<td>6,984</td>
<td>3,085</td>
<td>7,760</td>
</tr>
<tr>
<td>Other</td>
<td>18,524</td>
<td>2,988</td>
<td>13,601</td>
</tr>
<tr>
<td>Total Receipts</td>
<td>25,591</td>
<td>11,578</td>
<td>95,039</td>
</tr>
<tr>
<td>Cash Flows From Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurrent Appropriation</td>
<td>5</td>
<td>17,790</td>
<td>19,990</td>
</tr>
<tr>
<td>Capital Appropriation</td>
<td>5</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cash Reimbursements from the Crown Entity</td>
<td>6</td>
<td>704</td>
<td>125</td>
</tr>
<tr>
<td>Net Cash Flows From Government</td>
<td>17</td>
<td>18,494</td>
<td>20,115</td>
</tr>
<tr>
<td>NET CASH FLOWS FROM OPERATING ACTIVITIES</td>
<td>(21,467)</td>
<td>2,413</td>
<td>105,361</td>
</tr>
<tr>
<td>CASH FLOWS FROM INVESTING ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from Sale of Property, Plant and Equipment</td>
<td>2,700</td>
<td>35,000</td>
<td>4,385</td>
</tr>
<tr>
<td>Proceeds from Sale of Investments</td>
<td>-</td>
<td>(2,000)</td>
<td>2,000</td>
</tr>
<tr>
<td>Purchase of Property, Plant and Equipment</td>
<td>-</td>
<td>(33,462)</td>
<td>(128,268)</td>
</tr>
<tr>
<td>NET CASH FLOWS FROM INVESTING ACTIVITIES</td>
<td>2,700</td>
<td>(462)</td>
<td>(121,883)</td>
</tr>
<tr>
<td>CASH FLOW FROM FINANCING ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from the Dissolution of SPOC</td>
<td>-</td>
<td>-</td>
<td>864</td>
</tr>
<tr>
<td>Proceeds from the Dissolution of ORTA</td>
<td>-</td>
<td>-</td>
<td>4,380</td>
</tr>
<tr>
<td>Proceeds from Department of Sports &amp; Recreation for Major Repairs Fund</td>
<td>-</td>
<td>-</td>
<td>1,955</td>
</tr>
<tr>
<td>Payments from Major Repairs Fund</td>
<td>-</td>
<td>-</td>
<td>(2,656)</td>
</tr>
<tr>
<td>NET CASH FLOWS FROM FINANCING ACTIVITIES</td>
<td>-</td>
<td>-</td>
<td>4,543</td>
</tr>
<tr>
<td>NET INCREASE/(DECREASE) IN CASH</td>
<td>(18,767)</td>
<td>1,951</td>
<td>(11,979)</td>
</tr>
<tr>
<td>Opening Cash and Cash Equivalent balance</td>
<td>8</td>
<td>72,147</td>
<td>55,437</td>
</tr>
<tr>
<td>Cash transferred in (out) as a result of administrative restructuring</td>
<td>(41,915)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CLOSING CASH AND CASH EQUIVALENTS</td>
<td>8</td>
<td>11,465</td>
<td>57,388</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these statements.
This will be the last Financial Report of the Olympic Coordination Authority (OCA). The OCA Dissolution Act 2002 was given Royal assent on 8 July 2002 by which the assets, rights and liabilities of OCA were directed to be transferred to other ministerial responsibilities. The following is a summary of these provisions:

1. The assets, rights and liabilities relating to the Sydney International Regatta Centre and Whitewater Stadium at Penrith Lakes were transferred to the Minister administering the Environmental Planning and Assessment Act 1979, effective from 1 July 2002.

2. The assets, rights and liabilities relating to the sale of the Olympic Media Village, intellectual properties arising from the Olympic Games, Paralympic Games and inter alia, records of OCA, SOCOG and ORTA were transferred to SOPA effective from 1 July 2002.

3. The assets, rights and liabilities relating to
   a) the Dunc Gray Velodrome at Bankstown
   b) the Sydney International Equestrian Centre at Horsley Park
   c) the Ryde Aquatic Leisure Centre
   d) the Blacktown Olympic Centre
   were transferred to the Minister administering the Sporting Venues Management Act 2002, effective from 1 January 2002.

4. Any rights or entitlements of OCA existing immediately before 1 July 2002 are not extinguished by the dissolution of OCA and may be enforced by the Treasurer and conversely any claim relating to the conduct of the Olympic Games that a person might have had against OCA but for its dissolution may be brought against the Treasurer.

1. Summary of significant accounting policies

(a) Reporting Entity

OCA's primary activities during the year ended 30 June 2002 were in relation to the wind-up of SPOC, SOCOG and ORTA and in finalising Sydney 2000 Games arrangements. These included publication of the official Post Games Report, other statutory reports, settlement of outstanding claims and progressing all Olympic matters to final liquidation.

The reporting entity is consolidated as part of the NSW State Sector and is part of the NSW Public Accounts. As specified by the OCA Dissolution Act 2002, the date of OCA dissolution was 1 July 2002.

(b) Basis of Accounting

The OCA's Financial Statements are a general purpose financial report which have been prepared on an accruals basis and in accordance with applicable Australian Accounting Standards, other authoritative pronouncements of the

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

Statements of Accounting Concepts are used as guidance in the absence of applicable Accounting Standards, Urgent Issues Group Consensus Views and legislative requirements.

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

With the exception of land and buildings, sporting facilities, and infrastructure systems which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention. Unless otherwise stated, all amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency. Unless otherwise stated, the accounting policies adopted are consistent with those of the previous year.

Where necessary, figures for previous years have been reclassified to facilitate comparison.

(c) Administered Activities

OCA does not have any administered activities.

(d) Parliamentary Appropriations and Contributions from Other Bodies

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

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

(e) Investment Income

Interest revenue is recognised as it accrues.
(f) Employee Entitlements

(i) Salaries and Wages, Annual Leave, Sick Leave and On Costs

Liabilities for salaries and wages and annual leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees’ services up to that date.

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 entitlements accrued in the future.

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

(ii) Long Service Leave and Superannuation

The OCA’s liabilities for long service leave and superannuation are assumed by the Crown Entity. OCA 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 Entitlements and Other Liabilities’.

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year-end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

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’ salaries. 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.

(g) Insurance

OCA’s insurance activities are primarily conducted through the NSW Treasury Managed Fund Scheme of self-insurance for government agencies. The expense (premium) is determined by the fund manager based on past experience.

There are also minor commercial insurance arrangements in place for risks that, for commercial reasons, OCA has had to accept but for which the TMF is unable to provide protection.
(h) Accounting for the Goods and Services Tax (GST)

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

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

(i) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by OCA. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Should OCA acquire any assets at no cost, or for nominal consideration, they will be initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm’s length transaction.

No capital purchases were made during the year 2001/02.

(j) Plant and Equipment

Plant and equipment costing $5,000 and above individually are capitalised.

(k) Revaluation of Physical Non-Current Assets

Buildings, infrastructure and facilities (excluding land) are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued on an existing use basis.

Each class of physical non-current assets is revalued every 5 years. The last revaluation was completed on 30 June 2001 and was based significantly on an independent assessment.

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

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited direct to the asset revaluation reserve.
Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

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

Conversely, where assets are revalued to market value, and not by reference to current prices for assets newer than those being revalued, any balances of accumulated depreciation existing at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are increased or decreased by the revaluation increments or decrements.

In respect of those major Olympic Facility projects which are being funded, developed and initially managed by the private sector, OCA recognises and values the ‘Right to Receive’ included within ‘Facilities and Sporting Venues’ such facilities following completion of construction, as an asset which will be fully realised at the end of the agreed contractual period. This valuation/revaluation methodology provides that when ownership/control reverts to the OCA’s cumulative asset value recognised at that time will be equal to its written down replacement cost.

(l) Assets Not Able to be Measured Reliably

OCA holds certain assets which have not been recognised in the Statements of Financial position because it is unable to measure reliably the value of the assets. Under the Project Delivery Agreement for the construction of the Olympic Village site, OCA (going forward to SOPA) is entitled to receive a share in any profit accruing after all project development costs have been met. As development of the site is not expected to be completed until the 2004/05 financial year, it is not possible to measure reliably the amount of this entitlement.

(m) Depreciation of Non-Current Physical Assets

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life. Land is not considered a depreciable asset.

Major depreciation rates for these asset categories are as follows:-

- Buildings including Facilities and Sporting Venues: 2% per annum
- Computer Equipment: 25% per annum
- Motor Vehicles: 15% per annum
- Office Equipment: 9-12% per annum
- Leasehold Improvements: Period of lease
- Infrastructure Assets: 4% per annum
(n) Leased Assets

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

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

(o) Receivables

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

(p) Recognition of Revenue

Revenue is recognised when OCA has control of the good or right to receive, it is probable that the economic benefits will flow to OCA and the amount of revenue can be measured reliably.

The following bases are used by OCA for the recognition of income:

- Rent revenue is recognised in accordance with AAS 17 ‘Accounting for leases’
- Estate recoveries: income is recognised when the invoice is raised
- Car parking income: where the income is anticipated it is accrued, otherwise when cash is received
- Investment and interest income: income is recognised for the total period of the investment as it accrues
- Building application income: where it is anticipated it is accrued, otherwise when cash is received
- Value of emerging interest in private sector provided assets: income is recognised on an emerging basis over the period of the agreement representing OCA’s right to receive the asset in the future
- Other income: where it is anticipated it is accrued, otherwise when cash is received.

In addition to this, OCA also receives Parliamentary Appropriations and contributions from other bodies. The basis of recognition of this income is detailed in Note 1(d).

(q) Major Repairs Funds

OCA maintained a Major Repairs Fund for the Sydney International Aquatic and Athletics Centres. The Department of Sport and Recreation makes payments toward this fund. The funds are dedicated to the maintenance and repair of the centres. Refer Note 13.
Under the terms of the lease between the OCA and the Royal Agricultural Society of New South Wales, OCA was required to establish and maintain a Major Repairs Fund (MRF). The MRF is to be used for major repairs to be undertaken for the purposes of preserving and prolonging the useful, economic life span of existing improvements during the lease term.

The MRF account becomes operational in 2001/02. An amount of $1,723,193, being the base rent receivable from the Royal Agricultural Society under the lease, was recorded in OCA’s accounts as a current liability as at 30 June 2001. The balance of this fund was transferred to SOPA on 1 July 2001.

(r) Maintenance and Repairs

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

(s) Payables

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

(t) Budgetted amounts

The budgets are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations under s21A, s24, and/or s 26 of the Public Finance and Audit Act 1983.

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

(a) Employee related expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprise the following specific items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages (including recreation leave)</td>
<td>4,674</td>
<td>40,313</td>
</tr>
<tr>
<td>Superannuation Entitlements</td>
<td>481</td>
<td>1,201</td>
</tr>
<tr>
<td>Long Service Leave</td>
<td>198</td>
<td>213</td>
</tr>
<tr>
<td>Voluntary Redundancy</td>
<td>-</td>
<td>1,730</td>
</tr>
<tr>
<td>Workers Compensation Insurance</td>
<td>41</td>
<td>113</td>
</tr>
<tr>
<td>Payroll Tax and Fringe Benefit Tax</td>
<td>389</td>
<td>1,605</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,783</strong></td>
<td><strong>45,175</strong></td>
</tr>
</tbody>
</table>

(b) Other Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditors' Remuneration</td>
<td>124*</td>
<td>121</td>
</tr>
<tr>
<td>Operating Lease Rental Exp.-minimum lease payment</td>
<td>433</td>
<td>26,102</td>
</tr>
<tr>
<td>Insurance</td>
<td>84</td>
<td>690</td>
</tr>
<tr>
<td>Asset Management</td>
<td>1,304</td>
<td>72,153</td>
</tr>
<tr>
<td>Doubtful Debts</td>
<td>489</td>
<td>382</td>
</tr>
<tr>
<td>Administration</td>
<td>6,231</td>
<td>11,871</td>
</tr>
<tr>
<td>Advertising</td>
<td>585</td>
<td>6,597</td>
</tr>
<tr>
<td>Consultancies</td>
<td>1,190</td>
<td>2,669</td>
</tr>
<tr>
<td>Information Technology</td>
<td>158</td>
<td>135</td>
</tr>
<tr>
<td>Resolution of Olympic Wind-up Issues</td>
<td>1,191</td>
<td>4,287</td>
</tr>
<tr>
<td>Development of Games Information Services</td>
<td>-</td>
<td>3,897</td>
</tr>
<tr>
<td>Other</td>
<td>545</td>
<td>1,610</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,334</strong></td>
<td><strong>130,514</strong></td>
</tr>
</tbody>
</table>

* Include audit fees of $ 40,000, for year ended 30 June 2002, payable to Audit Office of New South Wales for audit and review of financial reports.

(c) Depreciation and amortisation expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings</td>
<td>16</td>
<td>205</td>
</tr>
<tr>
<td>Plant and Equipment</td>
<td>35</td>
<td>430</td>
</tr>
<tr>
<td>Facilities</td>
<td>1,419</td>
<td>19,480</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>-</td>
<td>11,903</td>
</tr>
<tr>
<td>Amortisation -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leasehold Improvements</td>
<td>1,188</td>
<td>1,735</td>
</tr>
<tr>
<td>Write off of Olympic-related development costs</td>
<td>5,368</td>
<td>127,349</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,026</strong></td>
<td><strong>161,102</strong></td>
</tr>
</tbody>
</table>
(d) Grants and Subsidies

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sydney Paralympic Organising Committee</td>
<td>-</td>
<td>5,110</td>
</tr>
<tr>
<td>SOCOG - Commonwealth Grant</td>
<td>-</td>
<td>17,583</td>
</tr>
<tr>
<td>Provision of Regional Bus Services</td>
<td>-</td>
<td>739</td>
</tr>
<tr>
<td>Grants to Councils of Community and Sports Legacy Works</td>
<td>-</td>
<td>67,267</td>
</tr>
<tr>
<td>Refund of SPOC Commonwealth Grant</td>
<td>433</td>
<td>-</td>
</tr>
<tr>
<td>Rugby World Cup</td>
<td>6,000</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>817</td>
<td>77</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7,250</td>
<td>90,776</td>
</tr>
</tbody>
</table>

(e) Other Expenses

<table>
<thead>
<tr>
<th>Asset Revaluation Decrement</th>
<th>11,621</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11,621</td>
</tr>
</tbody>
</table>

(f) Transfer of Functions to Department of Sport and Recreation

The Western Sydney Olympic venues were transferred to the Department of Sport and Recreation on 1 January 2002 for future management and development as specified in Item 3 of the preamble to these notes. Net Cost of Services incurred by OCA in respect of these venues for the six months ended 31 December 2001, which are included in OCA’s Statement of Financial Performances was $1.051 million. This comprises:

<table>
<thead>
<tr>
<th></th>
<th>$’MILLION</th>
<th>$’MILLION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses</td>
<td>2.109</td>
<td></td>
</tr>
<tr>
<td>Depreciation &amp; Amortisation</td>
<td>1.292</td>
<td></td>
</tr>
<tr>
<td>Less: Revenue</td>
<td>0.150</td>
<td>3.401</td>
</tr>
<tr>
<td>Recurrent Appropriation</td>
<td>2.200</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.350</td>
<td></td>
</tr>
<tr>
<td>Net Cost of Services</td>
<td></td>
<td>1.051</td>
</tr>
</tbody>
</table>
3. Revenues

(a) Sale of Goods and Services

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of Goods and Services</td>
<td>75</td>
<td>41,744</td>
</tr>
</tbody>
</table>

Lease income in each reporting year includes $0.943 million rent receivable (lease period commenced in March 1999) from Stadium Australia. Stadium Australia will commence lease payments in 2018. In accordance with accounting standards and concepts, the minimum total rental revenue over the life of the lease (30.5 years) is recognised over the full lease period. The receivable was transferred to SOPA effective from 1 July 2001.

(b) Investment Income

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest — Bank</td>
<td>2,375</td>
<td>7,760</td>
</tr>
<tr>
<td>Interest — Sale of Media Village</td>
<td>2,497</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>4,872</td>
<td>7,760</td>
</tr>
</tbody>
</table>

(c) Retained Taxes, Fees and Fines

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Fines</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>364</td>
</tr>
</tbody>
</table>

(d) Grants and Contributions

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and Contributions</td>
<td>-</td>
<td>10,782</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>10,782</td>
</tr>
</tbody>
</table>

(e) Other Revenue

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Application Income</td>
<td>87</td>
<td>149</td>
</tr>
<tr>
<td>Value of Emerging Interest of Private Sector</td>
<td>-</td>
<td>60,824</td>
</tr>
<tr>
<td>Provided Infrastructure</td>
<td>-</td>
<td>60,824</td>
</tr>
<tr>
<td>Function &amp; Event Income</td>
<td>305</td>
<td>1,048</td>
</tr>
<tr>
<td>Advertising Income</td>
<td>-</td>
<td>1,200</td>
</tr>
<tr>
<td>Sponsorship Fees</td>
<td>-</td>
<td>5,184</td>
</tr>
<tr>
<td>Other</td>
<td>11,886</td>
<td>6,020</td>
</tr>
<tr>
<td></td>
<td>12,278</td>
<td>74,425</td>
</tr>
</tbody>
</table>
4. Gain/(loss) on disposal of non-current assets

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Proceeds from Disposal of Asset</td>
<td>79,820</td>
<td>4,385</td>
</tr>
<tr>
<td>Written Down Value of Assets Disposed</td>
<td>-</td>
<td>2,083</td>
</tr>
<tr>
<td>At Original Cost (Sale of Media Village)</td>
<td>45,000</td>
<td>-</td>
</tr>
<tr>
<td>Net Gain/(Loss)</td>
<td>34,820</td>
<td>2,302</td>
</tr>
</tbody>
</table>

5. Appropriations

Recurrent Appropriations

<table>
<thead>
<tr>
<th>Total Recurrent Drawdowns from Treasury (per Summary of Compliance)</th>
<th>17,790</th>
<th>150,628</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprising:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurrent Appropriations (per Statement of Financial Performance)</td>
<td>17,790</td>
<td>150,628</td>
</tr>
<tr>
<td>Total Capital Drawdowns from Treasury</td>
<td>-</td>
<td>47,118</td>
</tr>
<tr>
<td>Capital Appropriations (per Statement of Financial Performance)</td>
<td>-</td>
<td>47,118</td>
</tr>
</tbody>
</table>

6. Acceptance by the Crown Entity of employee entitlements and other liabilities

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

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superannuation</td>
<td>481</td>
<td>1,201</td>
</tr>
<tr>
<td>Long Service Leave</td>
<td>198</td>
<td>213</td>
</tr>
<tr>
<td>Payroll Tax on Superannuation</td>
<td>25</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>704</td>
<td>1,473</td>
</tr>
</tbody>
</table>

7. Programs/activities of OCA

Program: Coordination of Olympic and Paralympic Activities

Program Objective:

To coordinate and monitor the Government’s involvement in the Sydney Olympic and Paralympic 2000 projects.

Program Description

Coordination, monitoring and reporting on all works associated with the preparation for the hosting of the Olympic and Paralympic Games including the redevelopment of the Homebush Bay area. Maintenance of liaison with the Sydney Organising Committee for the Olympic Games, the Sydney Paralympic Organising Committee and the government agencies.
8. Current assets — cash

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>11,465</td>
<td>72,147</td>
</tr>
<tr>
<td>Closing Cash and Cash Equivalents (per Statement of Cash Flow)</td>
<td>11,465</td>
<td>72,147</td>
</tr>
</tbody>
</table>

9. Current assets — receivables

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Receivable</td>
<td>743</td>
<td>2,855</td>
</tr>
<tr>
<td>Rent Receivable</td>
<td>-</td>
<td>2,628</td>
</tr>
<tr>
<td>Sale of Media Village</td>
<td>77,120</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>3,033</td>
<td>10,877</td>
</tr>
<tr>
<td>Less: Provision for Doubtful Debts</td>
<td>(54)</td>
<td>(1,290)</td>
</tr>
<tr>
<td></td>
<td>80,842</td>
<td>15,270</td>
</tr>
</tbody>
</table>

As per the Agreement of Sale for the Media Village the total consideration is receivable by 5 installations over a period of 5 years, starting from 24 January 2003 and ending on 23 January 2007. SOPA has responsibilities for these arrangements from 1 July 2002.

10. Non-current assets

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities &amp; Sporting Venues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AI Valuation</td>
<td>33,503</td>
<td>1,081,780</td>
</tr>
<tr>
<td>Accumulated Depreciation at Valuation</td>
<td>3,069</td>
<td>69,697</td>
</tr>
<tr>
<td></td>
<td>30,434</td>
<td>1,012,083</td>
</tr>
<tr>
<td>Infrastructure Systems:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AI Valuation</td>
<td>-</td>
<td>624,087</td>
</tr>
<tr>
<td>Accumulated Depreciation at Valuation</td>
<td>-</td>
<td>29,716</td>
</tr>
<tr>
<td>Land &amp; Buildings</td>
<td></td>
<td>594,371</td>
</tr>
<tr>
<td>AI Cost</td>
<td>-</td>
<td>41,209</td>
</tr>
<tr>
<td>AI Valuation</td>
<td>-</td>
<td>338,781</td>
</tr>
<tr>
<td></td>
<td></td>
<td>379,990</td>
</tr>
<tr>
<td>Accumulated Depreciation at Cost</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accumulated Depreciation at Valuation</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>379,990</td>
</tr>
<tr>
<td>Other Property Plant and Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AI Cost</td>
<td>-</td>
<td>13,222</td>
</tr>
<tr>
<td>Accumulated Depreciation at Cost</td>
<td>-</td>
<td>6,685</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6,537</td>
</tr>
<tr>
<td>Total at Net Book Value</td>
<td></td>
<td>1,992,981</td>
</tr>
</tbody>
</table>
## Asset movements and transfers during the year

<table>
<thead>
<tr>
<th>2002</th>
<th>FACILITIES AND SUPPORTING VENUES $'000</th>
<th>INFRASTRUCTURE SYSTEMS $'000</th>
<th>LAND AND BUILDINGS $'000</th>
<th>OTHER PROPERTY PLANT AND EQUIPMENT $'000</th>
<th>TOTAL $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying Amount at 1 July 2001</td>
<td>1,012,083</td>
<td>594,371</td>
<td>379,990</td>
<td>6,537</td>
<td>1,992,981</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Disposals/Write-off’s</td>
<td>-</td>
<td>-</td>
<td>45,000</td>
<td>5,368</td>
<td>50,368</td>
</tr>
<tr>
<td>Transfer to Other Agencies</td>
<td>980,993</td>
<td>594,371</td>
<td>334,990</td>
<td>1,169</td>
<td>1,911,523</td>
</tr>
<tr>
<td>Depreciation Expenses</td>
<td>656</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>656</td>
</tr>
<tr>
<td>Carrying Amount at 30 June 2002</td>
<td>30,434</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>30,434</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2002</th>
<th>FACILITIES AND SUPPORTING VENUES $'000</th>
<th>INFRASTRUCTURE SYSTEMS $'000</th>
<th>LAND AND BUILDINGS $'000</th>
<th>OTHER PROPERTY PLANT AND EQUIPMENT $'000</th>
<th>TOTAL $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying Amount at 1 July 2001</td>
<td>1,120,583</td>
<td>592,058</td>
<td>344,923</td>
<td>3,964</td>
<td>2,061,528</td>
</tr>
<tr>
<td>Additions</td>
<td>100,865</td>
<td>33,489</td>
<td>52,090</td>
<td>4,860</td>
<td>191,304</td>
</tr>
<tr>
<td>Disposals/Write-off’s</td>
<td>228,162</td>
<td>7,651</td>
<td>2,083</td>
<td>-</td>
<td>237,896</td>
</tr>
<tr>
<td>Transfer to Other Agencies</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Revaluation Increment less Revaluation Decrements</td>
<td>38,154</td>
<td>(11,621)</td>
<td>(14,735)</td>
<td>-</td>
<td>11,798</td>
</tr>
<tr>
<td>Depreciation Expenses</td>
<td>19,357</td>
<td>11,904</td>
<td>205</td>
<td>2,287</td>
<td>33,753</td>
</tr>
<tr>
<td>Carrying Amount at 30 June 2002</td>
<td>1,012,083</td>
<td>594,371</td>
<td>379,990</td>
<td>6,537</td>
<td>1,992,981</td>
</tr>
</tbody>
</table>

## 11. Current liabilities - account payable

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creditors</td>
<td>3,520</td>
<td>2,323</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>4,189</td>
<td>42,580</td>
</tr>
<tr>
<td>Other</td>
<td>145</td>
<td>231</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,854</strong></td>
<td><strong>45,134</strong></td>
</tr>
</tbody>
</table>
12. Current liabilities — employee entitlements

<table>
<thead>
<tr>
<th></th>
<th>2002 $'000</th>
<th>2001 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation Leave</td>
<td>140</td>
<td>1,302</td>
</tr>
<tr>
<td>Aggregate Employee Entitlements</td>
<td>140</td>
<td>1,302</td>
</tr>
</tbody>
</table>

13. Current liabilities – other

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>2,300</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>2,300</td>
</tr>
</tbody>
</table>

14. Changes in Equity

<table>
<thead>
<tr>
<th></th>
<th>ACCUMULATED FUNDS</th>
<th>ASSET REVALUATION RESERVE</th>
<th>TOTAL EQUITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at the Beginning of the Financial Year</td>
<td>1,890,746</td>
<td>2,000,605</td>
<td>140,916</td>
</tr>
<tr>
<td>Changes in Equity—transactions with owners as owners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer from ORTA Equity</td>
<td>-</td>
<td>4,380</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from SPOC Equity</td>
<td>-</td>
<td>864</td>
<td>-</td>
</tr>
<tr>
<td>Transfer to SOPA Equity</td>
<td>(1,837,252)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer to DSR Equity</td>
<td>(115,108)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer to Accumulated Funds</td>
<td>120,916</td>
<td>- (120,916)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>59,302</td>
<td>2,005,849</td>
<td>20,000</td>
</tr>
<tr>
<td>Changes in Equity—other than transactions with owners as owners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus of the Year</td>
<td>35,445</td>
<td>(115,103)</td>
<td>-</td>
</tr>
<tr>
<td>Increment/(Decrement) on Revaluation of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Facillities and Sporting Venues</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer of Realised Revaluation Reserve to Accumulated Funds on Disposal of Assets</td>
<td>20,000</td>
<td>- (20,000)</td>
<td>-</td>
</tr>
<tr>
<td>Balance at the End of the Financial Year</td>
<td>114,747</td>
<td>1,890,746</td>
<td>0</td>
</tr>
</tbody>
</table>
Net assets transferred

<table>
<thead>
<tr>
<th></th>
<th>SOPA  $'000</th>
<th>WESTERN VENUES $'000</th>
<th>TOTALs $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>41,915</td>
<td>-</td>
<td>41,915</td>
</tr>
<tr>
<td>Receivables</td>
<td>2,954</td>
<td>-</td>
<td>2,954</td>
</tr>
<tr>
<td>Other Financial Assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Inventory</td>
<td>-</td>
<td>241</td>
<td>241</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>1,663,121</td>
<td>114,867</td>
<td>1,777,988</td>
</tr>
<tr>
<td>Right to Receive</td>
<td>132,244</td>
<td>-</td>
<td>132,244</td>
</tr>
<tr>
<td>Payables</td>
<td>(2,218)</td>
<td>-</td>
<td>(2,218)</td>
</tr>
<tr>
<td>Employee Entitlements</td>
<td>(764)</td>
<td>-</td>
<td>(764)</td>
</tr>
<tr>
<td></td>
<td>1,837,252</td>
<td>116,108</td>
<td>1,952,360</td>
</tr>
</tbody>
</table>

15. Contingent liabilities

There are a number of contractual arrangements involving possible future claims against OCA. The potential liability arising from these arrangements is currently estimated to be $4.1 million.

16. Budget review

Net Cost of Services

The actual net cost of services was $102.420 million below budget. This is made up of:

- a decrease in expenditure of $61.177 million
- an increase in retained revenue of $16.423 million
- an increase in gains on the disposal of non-current assets of $24.820 million.

Major expenditure variances are as follows:

- $67.179 million reduction in Depreciation and Amortisation expenses due to transfer of Sydney Olympic Park non-current assets on 1 July 2001 and Western Venues to Department of Sport and Recreation on 1 January 2002
- $7.250 million of unbudgeted expenditure on grants as approved by the Treasury, including $6.000 million to Rugby World Cup
- The favourable expenditure variance of $61.177 million was increased by the favourable revenue variance of $16.423 million comprising $12.043 million of Other Income and $4.572 million of Investment Income.

Assets and Liabilities

Total Assets were $147,384 million under budget at year-end. Non-current assets were $181,960 million below budget, reflecting the sale of the Media Village $45
million; transferred to SOPA of right to receive future rent $132 million; and write off of Games related non-current assets $5.368 million. Current assets were $34.576 million over budget due primarily to the accounting treatment of the Sale of Media Village in January 2002 which increased Receivables by $77.120 million and decreased Cash by $45.923 million.

Cash Flows

Net cash flow from Operating Activities was $23.880 million below budget. Total payments was $36.272 million above budget mainly due to settlement of Games wind-up related expenses $27.4 million, asset management costs of $1.304 million and grants to new government sporting ventures $7.2 million. Total receipts, excluding from government, was $14.013 million above budget mainly due to collections relating to Games time settlements $15.536 million and above budget interest received of $3.899 million. These gains were offset by a reduction in budgeted receipts from Sale of Goods and Services of $5.430 million.

Net cash flow from Investing Activities was $2.7 million, being the deposit on sale of the Media Village property at Lidcombe.

There was no cash flow from Financing Activities.

17. Reconciliation of Cash Flows from operating activities to net cost of services

<table>
<thead>
<tr>
<th></th>
<th>2002 $’000</th>
<th>2001 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET CASH USED ON OPERATING ACTIVITIES</td>
<td>(21,467)</td>
<td>105,361</td>
</tr>
<tr>
<td>Adjustment for Cash Flows from Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurrent Appropriation</td>
<td>(17,790)</td>
<td>(150,628)</td>
</tr>
<tr>
<td>Capital Appropriation</td>
<td>-</td>
<td>(47,118)</td>
</tr>
<tr>
<td>Adjustment for Non-Cash Items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and Amortisation</td>
<td>(2,658)</td>
<td>(33,753)</td>
</tr>
<tr>
<td>Asset Revaluation Decrement</td>
<td>-</td>
<td>(11,621)</td>
</tr>
<tr>
<td>Write-off of Project Management and Development costs</td>
<td>(5,368)</td>
<td>(127,349)</td>
</tr>
<tr>
<td>Crown Liabilities</td>
<td>(704)</td>
<td>(1,473)</td>
</tr>
<tr>
<td>Net Gain/(Loss) on Disposal of Assets</td>
<td>34,820</td>
<td>2,302</td>
</tr>
<tr>
<td>Value of Emerging Interest of Private Sector Provided Infrastructure</td>
<td>-</td>
<td>60,824</td>
</tr>
<tr>
<td>Grants to Councils of Community and Sports Legacy Works</td>
<td>-</td>
<td>(67,267)</td>
</tr>
<tr>
<td>Increase/(Decrease) in Receivables</td>
<td>(8,358)</td>
<td>(20,788)</td>
</tr>
<tr>
<td>Increase/(Decrease) in Other Current Assets</td>
<td>-</td>
<td>(6,601)</td>
</tr>
<tr>
<td>(Increase)/Decrease in Payables</td>
<td>35,777</td>
<td>(16,784)</td>
</tr>
<tr>
<td>(Increase)/Decrease in Employee Provisions</td>
<td>398</td>
<td>453</td>
</tr>
<tr>
<td>(Increase)/Decrease in Accruals</td>
<td>2,300</td>
<td>122</td>
</tr>
<tr>
<td>NET COST OF SERVICES</td>
<td>16,950</td>
<td>(314,322)</td>
</tr>
</tbody>
</table>
18. Financial instruments

Cash

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

Receivables

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

Bank Overdraft

The Authority does not have a bank overdraft facility.

Accounts Payable

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

19. Post balance date events

On 8 July 2002, the Olympic Co-ordination Authority Dissolution Act 2002 received Royal assent. This Act determined the basis on which the assets, rights and liabilities of OCA were to be transferred to other ministerial responsibilities. A summary of these provisions appears in the opening preamble to these notes. The dissolution of OCA took effect on 1 July 2002.
## 20. Summary of compliance with Financial Directives for the year ended 30 June 2002

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th></th>
<th>2001</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RECURRENT</td>
<td>CAPITAL</td>
<td>RECURRENT</td>
<td>CAPITAL</td>
</tr>
<tr>
<td></td>
<td>APPROPRIATION</td>
<td>EXPENDITURE</td>
<td>APPROPRIATION</td>
<td>EXPENDITURE</td>
</tr>
<tr>
<td>Original Budget</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Appropriation Act</td>
<td>17,790</td>
<td>-</td>
<td>165,375</td>
<td>150,628</td>
</tr>
<tr>
<td>Commonwealth Specific</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Purpose Payments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>17,790</td>
<td>-</td>
<td>165,375</td>
<td>150,628</td>
</tr>
<tr>
<td>Total Appropriations/</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure (includes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer Payments</td>
<td>17,790</td>
<td>-</td>
<td>165,375</td>
<td>150,628</td>
</tr>
<tr>
<td>Drawdowns from Treasury</td>
<td>17,790</td>
<td>-</td>
<td>150,628</td>
<td>47,118</td>
</tr>
<tr>
<td>Total Unspent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

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

**END OF AUDITED FINANCIAL STATEMENT**
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