

# Annual Report

2012-2013



Premier  
& Cabinet



# PREMIER AND CABINET ANNUAL REPORT 2012—2013

**Level 39**  
**Governor Macquarie Tower**  
**1 Farrer Place**  
**Sydney NSW 2000**

**GPO Box 5341**  
**Sydney NSW 2001**

**Business hours**  
**8.30am to 5.00pm**

**T 02 9228 5555**  
**F 02 9228 3522**  
**E [contact\\_us@dpc.nsw.gov.au](mailto:contact_us@dpc.nsw.gov.au)**

©2013 State of NSW Department of Premier and Cabinet. This report was first published in October 2013.

There were no external costs recorded for producing this annual report.

View or download this report from the Department of Premier and Cabinet website: **[www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au)**

SC000002



# Premier & Cabinet

The Hon Barry O'Farrell MP  
Premier, and Minister for  
Western Sydney  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

The Hon Robyn Parker MP  
Minister for the Environment,  
and Minister for Heritage  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

The Hon Donald Page MP  
Minister for Local Government,  
and Minister for the North Coast  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Premier and Ministers

In accordance with the *Annual Reports (Departments) Act 1985* and NSW Treasury Circular (TC10/09), I am pleased to submit a copy of the 2012-13 Annual Report for the Department of Premier and Cabinet to each of you.

This report includes information pertaining to the Office of Environment and Heritage and the Division of Local Government.

This report also incorporates the 2012-13 Heritage Council of NSW Annual Report.

The Premier will present the Department of Premier and Cabinet's Annual Report to Parliament on behalf of all responsible Ministers.

This report was prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985* and the *Annual Reports (Departments) Regulation 2010*.

Yours sincerely

Chris Eccles  
Director General

# CONTENTS

From the Director General .....	1
Towards a Strategic Centre .....	2
About us.....	3
DPC Directions Statement 2012–2015 .....	6
DPC Directions Statement 2012–2015 Areas of focus – key initiatives 2013–2014 .....	7
Organisation chart .....	8
Senior management.....	8
Premier and Cabinet cluster .....	9
Performance highlights .....	10
Performance.....	13
Key area one – Lead the government’s agenda for change .....	14
Key area two – Take a lead in national policy .....	17
Key area three – Drive the delivery of the NSW 2021 Plan .....	19
Key area four – Contribute to an efficient customer-focussed public sector .....	21
Key area five – Facilitate private sector partnerships and investments.....	23
Key area six – Empower our people.....	25
Division of Local Government .....	26
Office of Environment and Heritage.....	27
Key result area one – Our heritage is shared and celebrated.....	28
Key result area two – Increased tourism and visitation.....	30
Key result area three – Healthy and protected landscapes .....	32
Key result area four – Thriving local communities and environments .....	34
Key result area five – Excellence in customer service and business reform.....	36
Heritage Council of NSW.....	38
Parliamentary Counsel’s Office .....	42
Corporate governance.....	47
DPC financial statements .....	54
Corporation Sole Minister Administering the <i>Heritage Act 1977</i> financial statements.....	111
Appendices.....	133
Administration.....	133
Environmental .....	141
Funding and expenditure .....	143
Human resources.....	159
Legal.....	174
Abbreviations.....	180
Contact details.....	182
Index.....	184

# FROM THE DIRECTOR GENERAL

2012—2013 was another significant year for the NSW Department of Premier and Cabinet (DPC) in assisting the Premier to drive the NSW Government's priorities and performance.

The year witnessed the initiation of a plan for a major realignment of the department to better reflect the government's core themes: creating a favourable environment for private sector investment and growth; enabling individuals and families to make informed choices and to maximise their potential; and driving a coordinated approach to service delivery by government agencies.

The department supported the Premier in his national policy leadership role. In particular, DPC played a pivotal role in the development of two significant national reforms: the National Disability Insurance Scheme and the National Education Reform Agreement.

Reforms commenced in the previous year were consolidated, including:

- Service NSW, with its emphasis on making it easier for NSW residents and businesses to access government services and transactions.
- NSW 2021, with a particular emphasis on monitoring and reporting performance against the 32 goals and 186 targets.
- Regional coordination, which saw the development of 19 Regional Action Plans focused on improving outcomes in each region of NSW.
- The Unsolicited Proposals Framework, designed to encourage ideas and solutions from the private sector in the development and delivery of new infrastructure and services.

Strategic initiatives included:

- The NSW NOW campaign, which aims to attract new investment in NSW by showcasing our key strengths and competitive position.
- The Behavioural Insights Project which uses behavioural insights techniques as a tool for improving policy making and service delivery in NSW.
- The Strategic Centre Initiative, which has involved clarifying the functions and roles of each central agency.
- The Evaluation Framework, which aims to improve the quality of evidence for decision making.

In conclusion I would like to thank my colleague Directors General and the Public Service Commissioner who through the Senior Management Council provide strong collective leadership for the NSW public sector. And finally, I acknowledge and thank all the staff of DPC for their tireless work and outstanding professionalism.

**Chris Eccles**  
**Director General**

# TOWARDS A STRATEGIC CENTRE

**The Strategic Centre Initiative focuses on areas of intersection between central agencies.**

The NSW Government launched the Strategic Centre Initiative in October 2012, following a thorough analysis of central agency roles and functions. The analysis identified shared central functions and where they intersect across the centre of government. These functions are summarised into 25 key functions, which are summarised here:

<http://www.nsw.gov.au/strategic-centre/key-functions>

## Key aspects of the initiative

The initiative's vision is that central agencies will add value to policy and service outcomes for New South Wales residents by working effectively with each other, clusters, line agencies and external stakeholders.

The initiative involves three key aspects:

### 1. Clarifying central agency functions

Department of Premier and Cabinet (DPC)  
— performance and priorities including policies, initiatives and events.

NSW Treasury

— effective financial and economic management.

Department of Finance and Services (DFS)

— policy reform and delivery of enabling functions to support clusters.

Public Service Commission (PSC)

— people management, capability and workforce development.

### 2. Reconceptualising the relationship between central agencies and clusters

Central agency heads and the Public Service Commissioner agreed on a collective vision, principles and strategies to help them work more effectively with each other and across the sector.

### 3. Identifying key strategic initiatives to enable better ways to work with central agencies and between the centre and clusters

These projects will support agencies to better deliver services to the community.

## New projects led by DPC

Since the initiative's launch, many new projects are being carried out in line with this new approach.

For example, the Smarter Administrative Regulatory Project, which involves central agency and PSC issued guidance adopting a common categorisation system and publishing standards. Once achieved, all guidance will be stored in a single, streamlined online repository so stakeholders and the public sector can access them easily.

For more information about the initiative visit:

[www.nsw.gov.au/strategic-centre](http://www.nsw.gov.au/strategic-centre)

# ABOUT US

DPC works for the people of NSW by supporting the Premier and Cabinet. The department has an important role in driving the government's objectives, coordinating policy and services across the whole-of-government, and enabling effective stewardship of the public service.

As a central agency, DPC provides thought leadership across the public sector, contributing a unifying intelligence to the system of government.

DPC has a key role in:

- providing clear reform leadership
- setting and monitoring objectives and targets
- driving delivery of the NSW 2021 Plan
- improving public sector performance
- contributing to an efficient customer-focused public sector
- facilitating private sector partnerships and investment
- providing an independent source of advice based on sound evidence
- leading negotiations on priority Council of Australian Governments (COAG) agreements
- advising on governance and machinery of government changes
- coordinating and managing cross-portfolio issues
- coordinating legislative and parliamentary processes
- facilitating the government's decision-making.

DPC is a division of the NSW public service under the *Public Sector Employment and Management Act 2002*. The department is primarily responsible to the NSW Premier, and in respect of some of its functions is also responsible to regional ministers, the Minister for Local Government, and the Minister for the Environment and Minister for Heritage.



## CENTRAL AGENCY GROUPS

### Office of the Director General

The Office of the Director General (ODG) supports the Director General's leadership role within the department, cluster and broader public sector.

ODG provides the Director General (DG) with executive administration support, and is responsible for facilitating executive communication and decision making processes. This includes providing secretariat functions to the Senior Executive Board (SEB) for the department and the Senior Management Council (SMC). SMC is the NSW public sector's peak leadership group and comprises Directors General, the Public Service Commissioner and the Police Commissioner.

ODG also champions transformational reforms to build capabilities within the organisation.

### Office of General Counsel

The Office of General Counsel (OGC) is responsible for providing legal, policy and governance advice. OGC supports the Premier and DPC, plus manages the government's legislative agenda. The office includes the Legal Branch, which administers legislation allocated to the Premier, including constitutional, integrity and electoral legislation. OGC develops and implements policy and legislative reforms within the Premier's portfolio, as well as assists with whole-of-government priority reforms. The office manages DPC's litigation and external legal service provision (other than employment matters). OGC also includes the Information Access Unit (IAU), which manages the department's compliance with the *Government Information (Public Access) Act (GIPA)*.

### Strategic Policy and Coordination Group

The Strategic Policy and Coordination Group (SPCG) is responsible for providing strategic independent advice to the Premier and Cabinet on policy and cabinet matters. SPCG acts as DPC's main repository of deep, subject-specific policy expertise. It coordinates policy across government, contributes to ongoing policy development, and leads significant cross-agency initiatives. The group manages and monitors cabinet processes, is responsible for COAG and intergovernmental relations, and ensures a strategic approach to setting the government's legislative agenda.

### Strategic Initiatives and Performance Group

The Strategic Initiatives and Performance Group (SIPG) acts as an agent for change and reform in the public sector, focusing on system-wide performance improvement.

SIPG monitors and reports on progress to deliver the government's key objectives, undertakes strategic reform projects where there is a gap in government policy, and promotes innovative approaches to service delivery. This includes identifying system-wide

performance improvement strategies, as well as working closely with agencies on difficult policy or service delivery issues that affect more than one agency.

The group also focuses on minimising the burden of regulation on business and the community through regulatory reform, improving regulator behaviour and promoting behavioural insights in NSW.

### Delivery and Implementation Group

The Delivery and Implementation Group (DIG) is responsible for coordinating activities and leading reforms to ensure the government's priorities are delivered promptly and efficiently. DIG focuses on major projects and improving delivery of services with a systematic, targeted and time limited approach. The group seeks to address systemic barriers identified by regional coordinators and major project facilitators.

DIG coordinates the assessment of unsolicited proposals from the private sector that may lead to direct dealing to procure unique benefits for the community. The group also facilitates selected major public and private sector projects that contribute to NSW's economic growth and employment.

The group's coordination brief covers delivery of NSW 2021 outcomes and organising whole-of-government collaboration across rural and regional NSW. This includes coordination of a rapid response to major unplanned events such as disaster recovery, social disorder or significant economic hardship.

### Government Group

The Government Group (GG) is the central hub for DPC's various corporate, governance and ministerial support and coordination functions. GG provides human resources, information technology and finance support to DPC and, as needed, to ministers and the Premier and Cabinet cluster. The group incorporates DPC's strategic HR capability, ministerial services, briefings and correspondence and whole-of-government communications and advertising functions. Its responsibilities include coordinating and delivering major events, the Office of the Governor and the provision of protocol support.

### Parliamentary Counsel's Office

The Parliamentary Counsel's Office (PCO) is a separate office that provides the government with a comprehensive and integrated range of high quality services for drafting and developing legislation, publishing legislation and providing advice and information about legislation to government. PCO also provides public access to legislation through the authorised NSW legislation website:

[www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)

## PORTFOLIO DIVISIONS

The Division of Local Government (DLG) and the Office of Environment and Heritage (OEH) form part of DPC but have a high degree of autonomy, and are led by a Chief Executive Officer under delegation from DPC's DG. DLG and OEH report primarily to the Minister for Local Government and to the Minister for the Environment and Minister for Heritage respectively.

### **Division of Local Government**

DLG is a division of DPC and responsible for local government across NSW. The division's organisational purpose is to strengthen the local government sector, and its organisational outcome is successful councils engaging and supporting their communities. Operating within seven strategic objectives the division has a policy, legislative, investigative and program focus in matters ranging from local government finance, infrastructure, governance, performance, collaboration and community engagement. The division strives to work collaboratively with the local government sector and is the key adviser to the NSW Government on local government matters. The division's organisational values are integrity, innovation and excellence, leadership, collaboration, and equity and fairness.

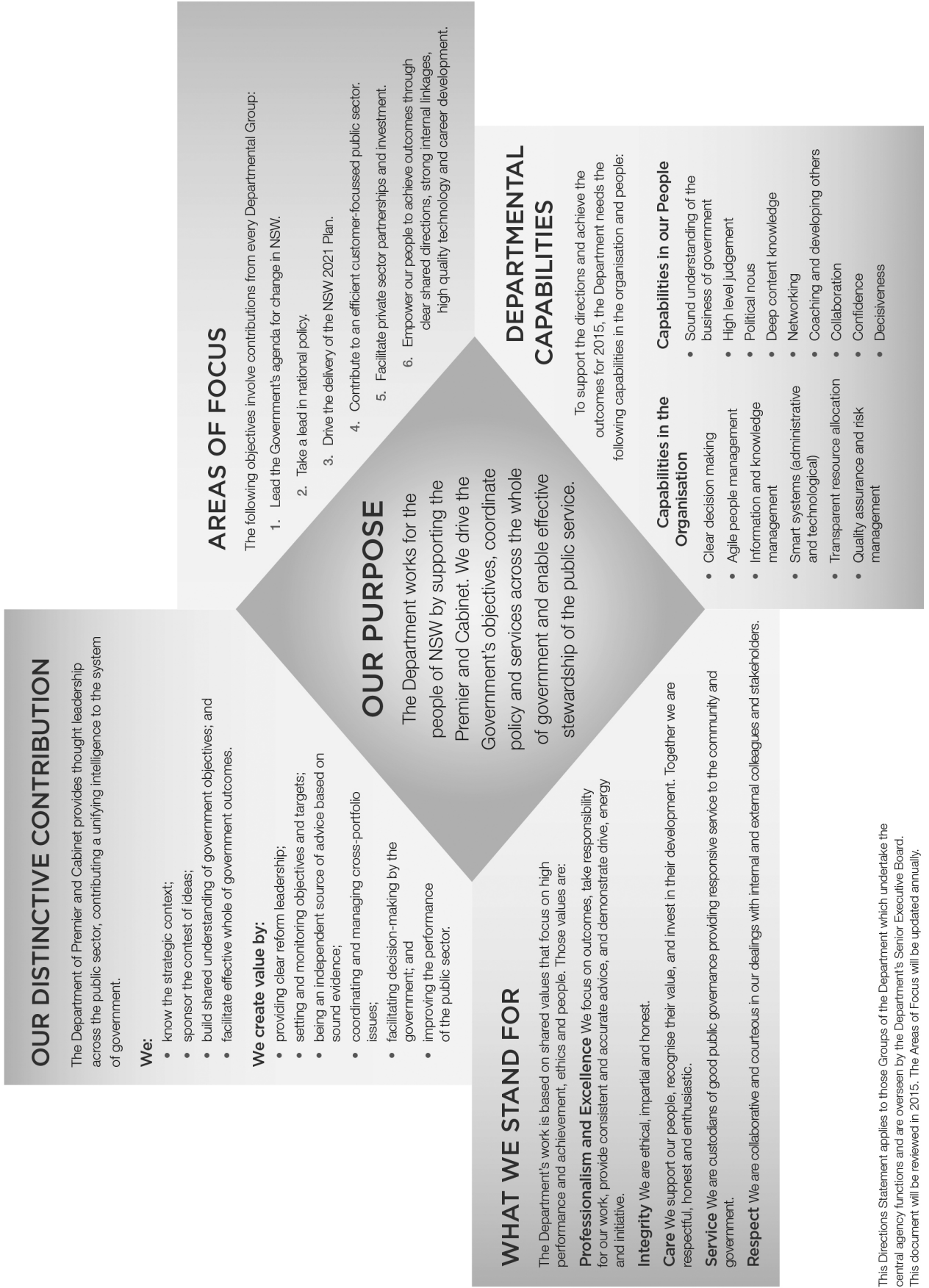
### **Office of Environment and Heritage**

OEH was established in April 2011 as a separate office within DPC. It is part of the portfolio responsibilities of the Minister for the Environment and Minister for Heritage.

OEH cares for and protects NSW's environment and heritage, which includes the natural environment, Aboriginal country, culture and heritage, our built heritage and managing national parks and reserves.

OEH also supports the community, business and government to protect, strengthen and enjoy a healthy environment and economy in NSW.

# DPC DIRECTIONS STATEMENT 2012-2015



## OUR DISTINCTIVE CONTRIBUTION

The Department of Premier and Cabinet provides thought leadership across the public sector, contributing a unifying intelligence to the system of government.

### We:

- know the strategic context;
- sponsor the contest of ideas;
- build shared understanding of government objectives; and
- facilitate effective whole of government outcomes.

### We create value by:

- providing clear reform leadership;
- setting and monitoring objectives and targets;
- being an independent source of advice based on sound evidence;
- coordinating and managing cross-portfolio issues;
- facilitating decision-making by the government; and
- improving the performance of the public sector.

## WHAT WE STAND FOR

The Department's work is based on shared values that focus on high performance and achievement, ethics and people. Those values are:

**Professionalism and Excellence** We focus on outcomes, take responsibility for our work, provide consistent and accurate advice, and demonstrate drive, energy and initiative.

**Integrity** We are ethical, impartial and honest.

**Care** We support our people, recognise their value, and invest in their development. Together we are respectful, honest and enthusiastic.

**Service** We are custodians of good public governance providing responsive service to the community and government.

**Respect** We are collaborative and courteous in our dealings with internal and external colleagues and stakeholders.

## AREAS OF FOCUS

The following objectives involve contributions from every Departmental Group:

1. Lead the Government's agenda for change in NSW.
2. Take a lead in national policy.
3. Drive the delivery of the NSW 2021 Plan.
4. Contribute to an efficient customer-focused public sector.
5. Facilitate private sector partnerships and investment.
6. Empower our people to achieve outcomes through clear shared directions, strong internal linkages, high quality technology and career development.

## OUR PURPOSE

The Department works for the people of NSW by supporting the Premier and Cabinet. We drive the Government's objectives, coordinate policy and services across the whole of government and enable effective stewardship of the public service.

## DEPARTMENTAL CAPABILITIES

To support the directions and achieve the outcomes for 2015, the Department needs the following capabilities in the organisation and people:

### Capabilities in the Organisation

- Clear decision making
- Agile people management
- Information and knowledge management
- Smart systems (administrative and technological)
- Transparent resource allocation
- Quality assurance and risk management

### Capabilities in our People

- Sound understanding of the business of government
- High level judgement
- Political nous
- Deep content knowledge
- Networking
- Coaching and developing others
- Collaboration
- Confidence
- Decisiveness

This Directions Statement applies to those Groups of the Department which undertake the central agency functions and are overseen by the Department's Senior Executive Board. This document will be reviewed in 2015. The Areas of Focus will be updated annually.

# DPC DIRECTIONS STATEMENT 2012-2015

## AREAS OF FOCUS – KEY INITIATIVES 2013-14

### AREA OF FOCUS 1:

#### Lead the Government's agenda for change in NSW

- Lead development of significant policy issues, including tackling child sexual assault in Aboriginal communities, the Government's response to the Royal Commission into Institutional Responses to Child Abuse, and the Government's response to the Parliamentary Inquiry into Provocation. Use innovative developments in policy techniques, including behavioural insights, to improve existing services and improve our approach to broader reforms.
- Drive development and implementation of signature reforms, including:
  - Developing a social housing policy to support a financially sustainable social housing system that helps to break disadvantage.
  - Working with the Justice Cluster on a Blueprint for Corrections, a whole of Justice System Strategy, and an alternate approach to police funding.
  - A new approach to break the cycle of disadvantage for families with complex needs.
  - Ensuring the National Disability Insurance Scheme launch in the Hunter area is implemented effectively.
  - Overseeing the implementation of bail reforms.
  - Overseeing the rollout of school funding and education reforms.
  - Overseeing the implementation of reforms to the Vocational Education and Training (VET) sector (Smart and Skilled) and additional reforms to TAFE including reforms to its governance and structure.
  - Working with agencies to deliver key land use reforms in planning, forestry, marine management and land management.
- Implement the new Cabinet process and supporting system.
  - Utilise the digital strategy to drive a more integrated communication approach for reform.

### AREA OF FOCUS 2:

#### Take a lead in national policy

- Develop a strategy for intergovernmental relations pre and post the Federal election, to promote improved governance arrangements, a shared and focused agenda, a practical financial framework, and public accountability for the Commonwealth as well as the States.
- By consistent communication through the Senior Management Council, across government and with external stakeholders, identify further opportunities to influence and lead the national policy agenda, with a focus on productivity improvement and red tape reduction.
- Continue to strengthen bilateral and multilateral partnerships in order to promote NSW intergovernmental interests, for example on Public Safety Mobile Broadband.

### AREA OF FOCUS 3:

#### Drive the delivery of the NSW 2021 Plan

- Develop and roll out the e-reporting tool for use within DPC and clusters.
- Strengthen the focus on NSW 2021 Actions and Measures performance in driving policy development and completing actions in the regions.
- Develop greater linkages within DPC and the Premier and Cabinet cluster around the delivery of elements of NSW 2021 for which the cluster is responsible.
- Ensure priority actions under NSW 2021 are on track.
- Review cluster governance arrangements to clarify accountability in the delivery of NSW 2021 strategies

### AREA OF FOCUS 4:

#### Contribute to an efficient customer-focused public sector

- Support the whole-of-government effort to establish and commence the operations of Service NSW.
- Support the Government's customer service strategy by undertaking red tape reduction reviews that take a customer focus on the cumulative burden imposed on industry segments in complying with government requirements across all regulators.
- Use DPC's regional leadership groups to direct attention onto what regional communities seek from government, and how delivery can be improved in response.
- Explore new ways to use digital and emerging technology to increase transparency and involvement by the community in decision-making and in service delivery by non-government entities.
- Address significant service delivery issues facing the Aboriginal community, particularly in child sexual assault.
- Implement a new approach to program evaluation as part of DPC's contribution to the Strategic Centre Initiative.

### AREA OF FOCUS 5:

#### Facilitate private sector partnerships and investment

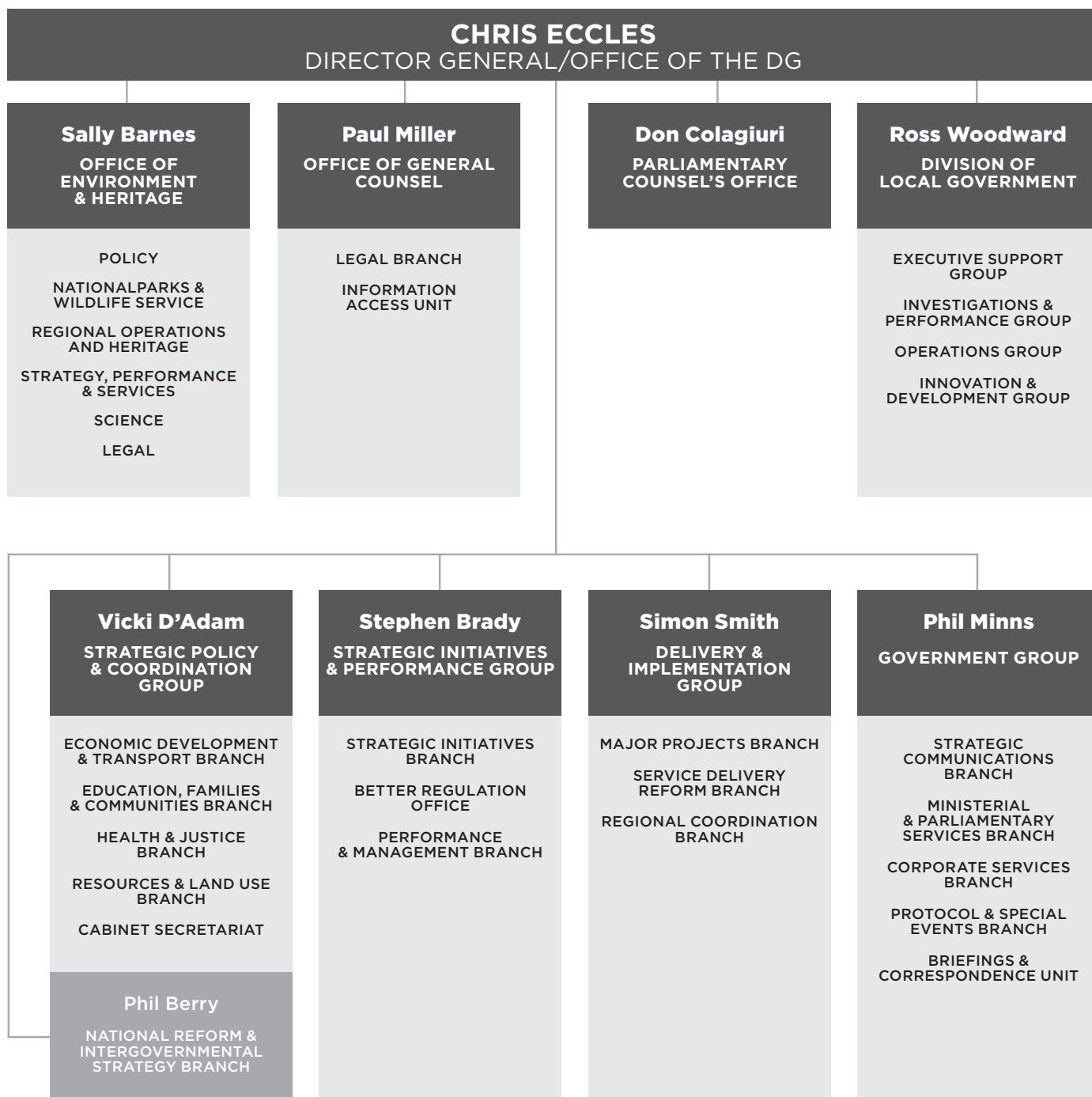
- Establish an Office of International Engagement within DPC.
- Drive contestability and efficient market design in infrastructure and service delivery models.
- Enhance linkages between the Regional Coordination Program and regional trade and investment opportunities.
- Continue to develop the Unsolicited Proposals Framework, including cases where proposals present service delivery reform opportunities or a prompt to address blockages holding back key sites.
- Promote social investment between government, non-government, corporate and philanthropic sectors to utilise new resources for tackling complex social policy issues.

### AREA OF FOCUS 6:

#### Empower our people to achieve outcomes through clear shared directions, strong internal linkages, high quality technology and career development

- Develop and implement workforce planning strategies that target our investment in our people.
- Drive culture initiatives – including the design of the 52 Martin Place workspace – that promote more active forms of engagement and facilitate the growth of strong, respectful relationships within DPC explicitly linked to our values.
- Support our people strategies with key enablers such as Socialtext, a People and Culture Portal, improved technology, and less complex decision-making processes.
- Support our people, and the broader sector, to improve their approach to policy and delivery through the development of Communities of Practice for evaluation, behavioural insights and broader policy approaches

# ORGANISATION CHART



## Senior Management

As at 30 June 2013, the principal officers in DPC's senior management team were:

**Chris Eccles** BA LLB  
Director General

**Stephen Brady** BCom (Hons) LLB (Hons)  
Deputy Director General  
Strategic Initiatives and Performance Group

**Don Colagiuri** SC BA LLB  
Parliamentary Counsel  
Parliamentary Counsel's Office

**Vicki D'Adam** BA (Hons)  
Deputy Director General  
Strategic Policy and Coordination Group

**Paul Miller** BEc LLB (Hons) MBA LLM  
General Counsel  
Office of General Counsel

**Phil Minns** BEc (Hons) MEc  
Deputy Director General  
Government Group

**Simon Smith** BA (Hons)  
Deputy Director General  
Delivery and Implementation Group

**Ross Woodward** BTP MTP  
Chief Executive  
Division of Local Government

**Sally Barnes** BA DipEd GradDip  
Information Sciences (Teacher Librarianship)  
Chief Executive  
Office of Environment and Heritage

# PREMIER AND CABINET CLUSTER

**DPC is the principal department of the Premier and Cabinet cluster.**

In addition to DPC, the Premier and Cabinet Cluster also includes the following entities:

## **The Premier's portfolio**

- Audit Office
- Barangaroo Delivery Authority
- Election Funding Authority
- Independent Commission Against Corruption (ICAC)
- Independent Pricing and Regulatory Tribunal of NSW
- Infrastructure NSW
- Inspector of ICAC
- Inspector of the Police Integrity Commission
- Internal Audit Bureau
- Jenolan Caves Reserve Trust
- Natural Resources Commission
- NSW Electoral Commission
- NSW Ombudsman's Office
- Police Integrity Commission
- Public Service Commission
- Service NSW

## **The Planning and Infrastructure portfolio**

- Central Coast Regional Development Corporation
- Department of Planning and Infrastructure
- Hunter Development Corporation
- Luna Park Reserve Trust
- Sydney Harbour Foreshore Authority
- UrbanGrowth NSW
- UrbanGrowth NSW Development Authority

## **The Environment and Heritage portfolio**

- Centennial Park and Moore Park Trust
- Environment Protection Authority (EPA)
- Environmental Trust
- Heritage Council of NSW
- Historic Houses Trust
- Lord Howe Island Board
- Parramatta Park Trust
- Royal Botanic Gardens and Domain Trust
- Taronga Conservation Society Australia
- Western Sydney Parklands Trust

Those entities above that are required to produce annual reports do so separately from DPC's annual report. However, the Heritage Council of NSW's annual report is included here.

## PERFORMANCE HIGHLIGHTS

**DPC's new Directions Statement 2012–2015 drove the department to experience many highlights throughout 2012–2013.**

### **Launching NSW NOW — the new state of business**

The government announced the NSW NOW campaign on 25 March 2013. The campaign aims to attract new investment in NSW through showcasing the state's key strengths and competitive position. A new website ([www.now.nsw.gov.au](http://www.now.nsw.gov.au)) and advertising campaign targeting business leaders and potential investors supports the campaign. Relevant infrastructure projects across NSW feature NSW NOW branding to recognise the significant investment being made in the state.

### **Relocation of DPC**

On 12 February 2013 cabinet approved 52 Martin Place as the new location for DPC, NSW Treasury and Ministry. The move is due to the lease period on Governor Macquarie Tower ending in December 2014.

The move to alternate premises provides DPC with an opportunity to design a modern and collaborative space. To do this Government Property NSW engaged Woodhead Consultants to prepare the functional and concept design brief to fit-out the new premises. To assist in the design process a variety of workshops were held throughout the year with senior management and staff determining functionality and future work style requirements for the new space. The workshops included security, technology, knowledge management, sustainability and defining the look and feel of a collaborative and activity based working style.

The move reduces the leased accommodation footprint for these offices from approximately 17,300 square metres to 12,900 square metres. This equates to a reduction of 4,400 square metres (25 per cent), and an annual estimated saving of \$6.746 million across DPC and NSW Treasury.



### Strengthening policy and service delivery

DPC partnered with the UK Cabinet Office's Behavioural Insights Team (BIT) to introduce behavioural insights techniques as an innovative tool for strengthening policy and service delivery in NSW. Behavioural insights draws on evidence from social psychology and behavioural economics to develop policies that are grounded in an understanding of how people really behave in everyday life. The initial work program focused on three core areas:

- **Interventions**  
Work with agencies to trial behavioural insights interventions that improve outcomes for NSW citizens and the public purse. This includes: trials to increase tax payments and fines; help people return to work after injury; and support patient choice in hospitals.
- **Advisory**  
Provide ongoing support and advice to agencies on projects to help design and implement policy. This includes a trial to encourage low income households to reduce their energy use.
- **Capability building**  
Establish a Community of Practice to foster best practice across the NSW public sector. The Community of Practice includes seminars, master classes and a dedicated website <http://policytoolkit.nsw.gov.au>

### Changing the way central agencies work

DPC launched the Strategic Centre Initiative in October 2012. The initiative aims to clarify the functions, roles, responsibilities and accountabilities of each central agency, and change the way central agencies work with each other, clusters and external stakeholders. Central agencies' key areas of responsibility were identified and agreed, alongside a shared vision and principles to guide agencies' work. In May 2013 DPC surveyed NSW Government Senior Executive Service (SES) officers to monitor the initiative's impact and effectiveness. DPC will use the survey results as a baseline for future progress to be measured against.

### Delivering Regional Action Plans

The government released 19 Regional Action Plans (RAPs) in December 2012. These two year plans focus on improving transport, economic growth, local jobs and land use planning objectives. The plans were the result of extensive consultation, including 25 meetings across NSW with more than 3,000 community members and stakeholders.

### Partnering with the private sector

DPC partnered with the private sector through its new Unsolicited Proposals Framework, which has proved its value to NSW. Although 41 proposals were assessed, most did not progress to stage two because they were not sufficiently unique to justify direct dealing instead of conventional competitive procurement.

In May 2013 the University of Sydney's unsolicited proposal to acquire the vacant Queen Mary Building progressed to stage three. The university will develop the building to provide affordable student accommodation. The Transurban F3 to M2 Link also progressed to stage three of the unsolicited proposals assessment process in May 2013. A binding agreement is expected in 2014.

Proposals for Crown Limited and Echo Entertainment Group (both relate to the gaming industry) were progressed to stage two.

### Gaining additional funding for NSW schools

DPC led NSW negotiations with the Australian Government to gain \$5 billion in additional funding for NSW schools. The negotiations resulted in a landmark National Education Reform Agreement (Gonski) between NSW and the Australian Government. The agreement introduces a fairer and more sustainable school funding model. The additional funding will support the most far reaching reform of school education in NSW history, focusing on improving teacher quality, improving learner outcomes and greater school autonomy.

### Implementing the National Disability Insurance Scheme

DPC led negotiations with the Australian Government to secure agreement for full implementation of the National Disability Insurance Scheme (NDIS) in NSW. NSW was the first state to sign up to full implementation of the scheme. By July 2018, all eligible people with disability in NSW can exercise full choice and control over the supports they access.

## Legal and legislative projects

DPC's OGC provided advice and support to the Premier and Cabinet on the preparation and passage of legislation. This included:

- Liaising with the Australian Government, and establishing the NSW counterpart of the national Royal Commission into Institutional Responses to Child Sexual Abuse, including the passage of the *Royal Commissions Amendment Act 2013* and establishing a NSW inter-agency working group to coordinate engagement with the commission, as well as establishing the NSW Special Commission of Inquiry into certain child sexual abuse allegations in the Hunter Region.
- Working with the Public Service Commissioner on the development, passage and implementation of the *Government Sector Employment Act 2013* and leading the development and passage of the *Members of Parliament Staff Act 2013* to reform the employment arrangements for parliamentary and ministerial staff.
- Leading policy development, implementation and advice on the further reform of elections and campaign finance laws, including the development and passage of the *Parliamentary Electorates and Elections (Redistributions) Act 2012*, the *Election Funding, Expenditure and Disclosures Further Amendment Act 2012*, and the *Election Funding, Expenditure and Disclosures Amendment (Administrative Funding) Act 2013*.
- Leading policy development, implementation and advice on a range of matters concerning integrity and oversight agencies, including the development and passage of the *Public Interest Disclosures Amendment Act 2013*, the *Independent Commission Against Corruption Act (ICAC Act) Amendment (Register of Disclosures by Members) Act 2012*, the *Ombudsman Amendment Act 2012*, the *ICAC and Other Legislation Amendment Act 2013*, and the *ICAC Amendment (Disciplinary Proceedings) Act 2013*.
- Overseeing implementation of other whole-of-government and Premier's portfolio reforms, including the establishment of Forests NSW (the *Forestry Act 2012*), application of the NSW Government's wages policy to judicial officers (the *Statutory and Other Officers Remuneration Amendment (Judicial and Other Office Holders) Act 2013*), and changes to the rules of succession to remove gender discrimination (the *Succession to the Crown (Request) Act 2013*).
- Implementing national reform of directors' liability including through the passage of the *Miscellaneous Acts Amendment (Directors Liability) Act 2012*.
- Managing the government's broader legislative agenda, including performing the role of secretary of the Cabinet Standing Committee on Legislation, managing the government's program for staged repeal of regulations, and managing the development and enactment of the *Statute Law (Miscellaneous Provisions) (No. 2) Act 2012*, and the *Statute Law (Miscellaneous Provisions) Act 2013*.

# PERFORMANCE

During the year under review, DPC's performance was aligned to six key areas of the department's Directions Statement. These were:

- Lead the government's agenda for change.
- Take a lead in national policy.
- Drive the delivery of the 2021 NSW plan.
- Contribute to an efficient customer-focused public sector.
- Facilitate private sector partnerships and investment.
- Empower our people to achieve outcomes through clear shared directions, strong internal linkages, high quality technology and career development.



## Key area one: Lead the government's agenda for change

### 2012—2013 GOALS

- Lead a program to reduce duplication and cost of website publishing to improve access to and the delivery of government services and information.
- Regional leadership groups to drive delivery of the state's 19 RAPs. Partnerships with leaders outside the public sector will be developed to advance regional interests with a focus on economic development and job opportunities.
- Initiate collaborative partnerships with government agencies and key stakeholders for the efficient and cost effective delivery of major public and community events.
- Implement the Strategic Centre Initiative to reduce overlap and duplication between central agencies, reduce internal red tape and add value to the work of line agencies.

### 2012—2013 ACHIEVEMENTS

#### Decreasing website duplication and costs

DPC worked with government departments to reduce the number of government websites, and improve access to government information.

During this time, 131 government domain names were removed from the nsw.gov.au domain registry.

DPC worked with stakeholders to reduce expenditure associated with the Government Gazette, providing for financial and environmental savings. The distribution of a free printed copy to Members of Parliament ceased on 29 March 2013 and each Member now receives a weekly email from DPC with a link to the online edition.

As of 30 June 2013, the weekly online edition of the Gazette had 250 subscribers.

#### Launching a new web and mobile app

DPC launched its web-based, mobile-enabled event application to enhance collaboration between agencies when delivering major events in NSW. The app contains all major event documentation for organisers and government agencies to share. It includes transport management plans, site plans, key messages and contact lists. The app reduced the need for face-to-face meetings, and the number of users grew from 60 to 204 in 2012—2013.

DPC worked with NSW Police to use risk assessments to determine the level of agency support for events. DPC also worked closely with Destination NSW to ensure a whole-of-government approach to events that drive visitation to NSW.

#### Reducing advertising expenditure

In line with an election commitment to reduce government advertising by 25 per cent, DPC reviewed government department's annual advertising plans. As a result, DPC encouraged the repeat of successful existing advertisements and the consideration of new, more cost effective, media solutions such as online jobs boards for recruitment advertising. In consultation with DFS, tender advertising was removed from print publications with potential savings of over \$1 million per annum. In 2012—2013, savings against a four year average were in excess of \$36 million, representing a 31 per cent reduction in expenditure.

#### Minimising annual report expenditure

In consultation with NSW Treasury, DPC implemented a strategy to reduce the cost of annual reports, which included online editions and a reduction in the legislative requirements for printed versions. It is estimated that the strategy has reduced costs by over \$2 million.

#### Implementing the Government Advertising Act 2011

The *Government Advertising Act 2011* commenced in October 2012. The Act prohibits government advertising campaigns designed to benefit a political party or those which contain party-political material. Governing political parties are liable to pay back the costs of advertising campaigns that breach these prohibitions. The Act requires that for each government advertising campaign, the head of the relevant agency is to independently certify that the campaign complies with the Act. Any campaign with a total budget of more than \$50,000 requires an independent peer review before the campaign can be considered for approval. All campaigns greater than \$1 million in value must be approved by the Cabinet Standing Committee on Communication and Government Advertising.

### **Adopting new communications technologies**

DPC developed a range of new guidelines for government agencies. This included the revised Advertising Handbook, which incorporated requirements of the *Government Advertising Act 2011*, web accessibility guidelines, guidelines for launching community engagement through [www.haveyoursay.nsw.gov.au](http://www.haveyoursay.nsw.gov.au) and in conjunction with DFS, publishing the first whole-of-government Social Media Guidelines. All documents are regularly updated and available online at [www.advertising.nsw.gov.au](http://www.advertising.nsw.gov.au). In addition, DPC emails a newsletter to over 1,100 government communications staff regularly.

### **Establishing leadership networks to advance regional interests**

DPC brought regional public sector leaders together regularly through regional leadership groups, regional manager networks and regional leadership networks. These groups support the regional ministers in delivering RAPs, monitoring progress and advising on measures to meet deadlines.

### **Preparing the government's 20 year State Infrastructure Strategy**

DPC helped prepare the government's 20 year State Infrastructure Strategy, which assesses the current state of infrastructure and identifies strategic priorities. This is the government's response to a strategy prepared by Infrastructure NSW. Based on the 20 year strategy, DPC helped develop a whole-of-government five year State Infrastructure Plan. DPC facilitated the incorporation of this plan into Budget Paper No 4, which committed to infrastructure expenditure in NSW of \$59.7 billion.

### **Supporting the Property Asset Utilisation Taskforce**

DPC supported the Property Asset Utilisation Taskforce (PAUT) in its work to provide recommendations to the government. This included selling more than \$300 million in surplus and underutilised government owned or leased properties. Sales proceeds will be invested in vital new infrastructure, such as roads and water supply, via the new Housing Acceleration Fund. The government established PAUT to improve management of its real property assets. This work provides new tasks and opportunities for agencies to recycle capital from under-utilised or degraded assets into new assets to improve service delivery for the community.

### **Coordinating input into planning strategies**

DPC coordinated input into key government planning strategies including the draft Metropolitan Strategy, Freight Strategy, Transport Plan, Regional Strategic and Transport Plans, and the State Infrastructure Strategy. These strategies are key in driving investment and productivity in the NSW economy, and delivering the NSW 2021 agenda.

### **Developing reforms to vocational educational and training**

TAFE and the Department of Education and Communities worked towards implementing Smart and Skilled reforms that will introduce an entitlement for entry level training up to and including Certificate III in 2014. NSW will also be moving to a contestable market, which means that the entitlement follows the student to the training provider of their choice, and training providers contest for student enrolments.

In preparation for these reforms, DPC worked with the Department of Education and NSW Treasury on a new Vocational Educational Education and Training (VET) system funding model that takes into account contestable funding arrangements as well as developing the NSW skills list and a VET quality framework.

### **Driving interagency involvement in NDIS Hunter launch**

DPC drove the collaborative governance of the NDIS launch into NSW. This ensured readiness so key interfaces between the NDIS and mainstream NSW service delivery systems operate smoothly for people with disability.

The NDIS in NSW was launched and piloted in the Hunter on 1 July 2013. The success of the Hunter launch requires the engagement of service delivery agencies from the Health, Education and Justice clusters.

### **Developing major school education reforms**

DPC supported the Department of Education in developing and rolling out major school education reforms. The reforms included:

- strengthening teacher training course entry requirements
- improving teacher support
- devolving more decision making responsibility to school principals and communities
- developing a new Resource Allocation Model to directly fund students who need it most.

### **Addressing child sexual assault in Aboriginal communities**

DPC provided executive and secretariat support to the Child Sexual Assault in Aboriginal Communities Reform Agenda Group. The group is made up of senior executives from across the NSW public service, and chaired by the DG, DPC. The group was tasked with developing a strategic framework to address and prevent child sexual assault in Aboriginal communities, following the release of the NSW Ombudsman's audit of the Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities.

## Empowering Aboriginal people

DPC supported the Ministerial Taskforce on Aboriginal Affairs with its extensive consultation to listen to the concerns of Aboriginal communities throughout NSW. As a result, the government released Opportunity, Choice, Healing, Responsibility, Empower (OCHRE) to respond to these concerns. OCHRE represents empowering Aboriginal people through opportunity, choice, healing, responsibility and empowerment. Key OCHRE programs include: greater local decision making power invested in communities; opportunity hubs to provide support to Aboriginal students to gain training and employment; and establishing language and culture nests to support strengthening Aboriginal culture.

## Balancing mining and coal seam gas use

The government finalised the Strategic Regional Land Use Policy, a new planning framework to monitor and guide where Coal Seam Gas (CSG) and large mining developments occur, and balance this against other land uses, such as agriculture. DPC played a key role in developing and working with agencies to implement this policy.

DPC facilitated new regulatory and enforcement measures, including:

- Establishing the EPA as the lead regulator of environmental and health impacts of CSG activities in NSW. EPA is responsible for compliance and enforcement, and requires those conducting any exploration, assessment and production activities to do so only with an Environment Protection Licence.
- Establishing the new Office of Coal Seam Gas within the Department of Trade and Investment, Regional Infrastructure and Services (DTIRIS) to enforce other regulations.

DPC also instigated an independent review of all CSG activities in NSW, including the potential impact on water catchments being conducted by the NSW Chief Scientist and Engineer. DPC is providing policy support to the government in progressing exclusion zones to prevent the development of CSG reserves in, and two kilometres around, residential zones and future residential growth areas, and within Critical Industry clusters.

## Achieving planning reforms

The government released its white paper on the new planning system for NSW in April 2013, followed by a draft Bill. Public exhibition closed on 28 June 2013, where over 4,500 submissions were received. DPC continues to work with agencies to finalise the reforms before a Bill is introduced later in 2013.

## Reviewing climate change measures

The government established the NSW Climate Change Policy Review in 2012 to review all NSW climate change mitigation activities. DPC, jointly with NSW Treasury, led the completion of this review using an evaluation methodology developed by the Independent Pricing and Regulatory Tribunal. The review assessed 14 policies, and recommended three for closure, three for reform and eight to be continued. DPC continues to work with agencies to implement the review's recommendations.

## Supporting clusters

DPC developed guidance on key issues to consider when determining the appropriate governance arrangements, and level of ministerial control required for government functions. DPC is supporting clusters to:

- clarify governance structures
- improve accountability and reporting relationships to ensure roles and responsibilities are clear
- operate effectively and meet goals in NSW 2021.

## Establishing a sector-wide evaluation framework

The NSW Commission of Audit into Government Expenditure Final Report highlighted evaluation as a key tool to support evidence-based policy and decision making in government. DPC led the development of a whole-of-government evaluation framework. The framework was approved in June 2013.

The framework is supported by an online toolkit designed for public sector employees undertaking evaluation and a community of practice. Evaluation will become a core component of the way the public sector works to improve the quality of evidence upon which decisions are made.

## TARGETS FOR 2013—2014

- **Lead development of significant policy issues, including tackling child sexual assault in Aboriginal communities, the government's response to the Royal Commission into Institutional Responses to Child Abuse, and the government's response to the Parliamentary Inquiry into Provocation.**
- **Use innovative developments in policy techniques, including behavioural insights, to improve existing services and improve our approach to broader reforms.**
- **Drive development and implementation of signature reforms.**

## Key area two: Take a lead in national policy

### 2012–2013 GOALS

- Support the Premier to identify, negotiate and implement policy reforms through COAG and the Business Advisory Forum (BAF).
- Negotiate work programs under the agreements with Victoria, Queensland and the ACT, and coordinate implementation of priority actions.
- In consultation with NSW Fair Trading and NSW Treasury, DPC will lead ongoing negotiations regarding the National Occupational Licensing Scheme (NOLS).
- DPC will monitor departments and coordinate efforts to ensure that NSW meets all reform milestones under the National Partnership Agreement to Deliver a Seamless National Economy. DPC will also represent NSW on the Lifting Regulatory Performance Sub-Committee, which is developing reforms for COAG's consideration at the end of 2012.
- Establish a sector-wide evaluation framework for agency programs and progress inter-jurisdictional information and data sharing initiatives.
- Develop a program of Strategic Initiative projects to frame a forward agenda for policy reform.

### 2012–2013 ACHIEVEMENTS

#### Delivering a seamless national economy

DPC represented and coordinated the government's efforts to deliver key milestones under the National Partnership Agreement to Deliver a Seamless National Economy (SNE). The government drove reform progress in directors' liability, e-conveyancing and regulation of the legal profession.

DPC coordinated NSW efforts under the National Partnership Agreement to Deliver a SNE. Following the COAG Reform Council's 2011–2012 assessment of this national partnership, the Australian Government paid the NSW Government a reward payment commensurate with completing all SNE reforms due for completion in 2011–2012 under revised COAG agreed milestones.

#### Driving national reforms to lift regulatory performance

DPC supported the government's engagement with the BAF Taskforce's Lifting Regulatory Performance Sub-Committee. This engagement produced information about regulatory reforms for the sub-committee's consideration in September 2012. This was a key input to the sub-committee's regulatory reform report endorsed by COAG in December 2012.

#### Implementing new school funding arrangements

DPC and the Australian Government agreed to fully implement new school funding arrangements. This delivered a transparent and financially sustainable funding system that drove improved educational outcomes based on NSW policy priorities and approaches.

#### Considering better value infrastructure

COAG considered outcomes from the National Infrastructure Delivery Forum that was arranged by DPC and held in Sydney during October 2012. As a result, COAG agreed to endorse Best Practice Guidelines for Practitioners. COAG also noted and agreed that:

- the Standing Council on Transport and Infrastructure would consider Productivity Metrics for measuring the productivity of infrastructure
- heads of Treasuries would consider Growth Incentive Payments.

## COAG and the BAF

DPC led NSW preparations and briefings for: COAG meetings in July, December and April; related meetings of Council for the Australian Federation (CAF) and the BAF; and related senior officials' meetings. DPC also drove policy outcomes to a national response on gang violence, organised crime and illegal firearms, and public safety mobile broadband. DPC also supported NSW departments in negotiating service and policy reforms with the Australian, state and territory governments in line with the Intergovernmental Agreement on Federal Financial Relations (IGAFFR).

## State agreements

Under the ACT and NSW Memorandum of Understanding on Regional Collaboration, the ACT and NSW governments facilitated joint planning for sustainable regional growth and to optimise future regional economic prospects. The Queensland-NSW Memorandum of Understanding and the NSW and Victoria Reform Partnership support ongoing NSW collaboration with Queensland and Victoria. This includes skills reforms that remove red tape to allow an apprentice moving between states, and to improve the take-up of competency based completion apprenticeships. NSW, Victoria and Queensland worked together on significant national issues including Goods and Services Tax (GST) reform (with Western Australia), and the impacts of expiring national partnerships.

## Streamlining licences

DPC, in consultation with NSW Fair Trading and NSW Treasury, contributed to the development of regulation impact statements for licensing reforms of the first tranche of NOLS occupations. DPC also gained agreement through COAG to further public consultation with industry stakeholders to ensure optimal outcomes. When complete, the reforms will result in a streamlined licensing approach for electrical trades, plumbing and gas fitting, property, and refrigeration and air-conditioning.

## Intergovernmental Agreement on Federal Financial Relations

Each year, the COAG Reform Council assesses the performance of governments in delivering outcomes under National Agreements and National Partnerships under IGAFFR. DPC managed NSW's engagement with COAG Reform Council and responses to its assessments. DPC also coordinated participation in reviews of the National Agreement performance frameworks. Through this effective high level engagement, DPC promoted IGAFFR's goals and supported public transparency of national reform effort.

## Achieving bilateral arrangements

DPC worked with the Australian Government in negotiating an approval for bilateral agreement under the *Environmental Protection and Biodiversity Conservation Act 1999*. This work was placed on hold following COAG in December 2012.

## National energy reforms

DPC played a key role in developing the government's position, and support for COAG's comprehensive package of reforms to the national energy market to strengthen regulation, empower consumers and enhance competition and innovation.

## Negotiating the Murray Darling Basin Plan

DPC worked with the NSW Office of Water and other agencies to ensure that the interests of NSW were appropriately considered and addressed in negotiations between governments on the Murray Darling Basin Plan.

## Harmonising energy savings schemes

DPC played a key role in achieving greater harmonisation between the energy efficiency schemes in NSW and Victoria. These schemes will increase consumer and business access to energy efficiency activities. NSW completed changes to administrative processes, including coordination of reporting deadlines and establishing a shared panel of auditors, which will reduce costs and complexity for scheme participants.

## TARGETS FOR 2013—2014

- **Develop a strategy for intergovernmental relations pre and post federal election, to promote improved governance arrangements, a shared and focused agenda, a practical financial framework, and public accountability for the Commonwealth as well as the states.**
- **By consistent communication through the SMC, across government and with external stakeholders, identify further opportunities to influence and lead the national policy agenda, with a focus on productivity improvement and red tape reduction.**
- **Continue to strengthen bilateral and multilateral partnerships to promote NSW intergovernmental interests.**

## Key area three: Drive the delivery of the NSW 2021 Plan

### 2012—2013 GOALS

- Regional ministers to monitor progress against actions identified in the final RAPs.
- Provide regular monitoring of performance status against the measures in NSW 2021 and the NSW 2021 Baseline Report, and work with agencies to identify and address opportunities to improve the availability and quality of data.
- DPC to continue its role of ensuring compliance with the government's Guide to Better Regulation by providing high quality analysis, training, and the promotion of a business friendly regulatory environment to government departments.

### 2012—2013 ACHIEVEMENTS

#### Delivering state government services locally

The government gains insight into local communities through Community Cabinet visits. This insight helps the state government work with local areas to improve delivery of its services. The visits provide an opportunity for community groups and individuals to raise important issues directly with the government's decision makers. DPC coordinated six Community Cabinet visits for the Premier at Bondi, Tamworth, Concord, Dubbo, Central Coast and Taree.

#### Supporting community events

DPC coordinated the government's support for events that enhanced the community's opportunity to participate in cultural, creative, sporting and recreational activities. DPC provided leadership for commercial event proponents and community groups to work with government in providing a vibrant and safe environment for events. DPC worked closely with Destination NSW to

help drive visits to Sydney and regional NSW, including New Year's Eve, City to Surf, Port Macquarie Ironman, Sydney International Rowing Regatta and the 2013 Inter Dominion Harness Racing Championship.

#### Event Access and Inclusion Project

DPC partnered with the Department of Family and Community Services (FACS) to form the Event Access and Inclusion Project. The project aims to increase accessibility to people with disability in major and community events across NSW.

The project audited the accessibility of many major public and community events throughout NSW so they could be improved.

Examples of these improvements are better:

- communication with stakeholders and the community
- transport options (consistent pick up and drop off zones and announcements on trains explaining disability access)
- accessible event viewing areas
- disability awareness for event staff.

DPC also implemented a registration system for attendees with disability to accommodate access and ensure their specific needs were met.

#### Premier's international engagement, protocol and hospitality

DPC coordinates NSW state protocol services. DPC coordinated 10 ceremonial occasions encompassing state funerals and memorial services, 32 state hospitality events, 33 courtesy calls for the Premier and Deputy Premier and 725 conferences and functions in the state reception rooms of Governor Macquarie Tower. In addition, there were 33 guests of government and official visits including Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall, Crown Prince Philippe of Belgium, Presidents of the Philippines and the Republic of the Union of Myanmar, and Prime Ministers of Zimbabwe and the Republic of Singapore. DPC also provided support for the Premier's overseas trade missions to China in July 2012 and June 2013.

#### Leading the development of NSW 2021 reporting

DPC coordinated the preparation and publication of the NSW 2021 Measures Report and Performance Report. DPC worked with agencies to improve the availability and quality of data. This work led to a reduced number of NSW 2021 measures reported as 'under development' from 42 per cent in the 2012—2013 Performance Report to 9 per cent in the 2013—2014 Performance Report.

## Developing an e-reporting tool

The e-reporting tool project is delivering an integrated, end-to-end collection and reporting system that enables clusters to report internally, and for the government to report publicly, on performance against priorities that DPC monitors.

By providing a single reporting platform, this tool will improve data integrity by creating a single source of truth and reduce administrative burden placed on clusters when providing data. The platform will also allow DPC to produce key reports instantly and improve government transparency.

## Delivering the red tape reduction and “one on two off” policy

DPC monitored, verified and reported on red tape reduction initiatives across government to demonstrate progress towards meeting the \$750 million red tape reduction target and the ‘one on, two off’ policy. DPC also supported agencies to implement policies through early engagement, training and assistance with reporting processes.

In 2012 \$210 million in red tape savings were delivered to business and the community while the stock of regulation also decreased with only 13 principal legislative instruments introduced and 37 repealed.

## Implementing the Kings Cross plan

DPC developed and oversaw implementation of the Kings Cross Plan of Management. The plan aims to create safer public spaces and licensed venues in Kings Cross by addressing violence, antisocial behaviour and the irresponsible service of alcohol. These measures were developed in response to a spate of highly publicised violent incidents in Kings Cross. The measures will also assist the government to meet its NSW 2021 commitment to return quality police and justice services, particularly to prevent and reduce the level of crime in NSW.

## Improving housing supply

DPC supported the Housing Supply Taskforce’s work to develop and oversee a coordinated whole-of-government response to improving housing supply in NSW, and meet the government’s commitments relating to housing supply and affordability outlined in NSW 2021.

The taskforce delivered:

- Funding under the Housing Acceleration Fund to deliver infrastructure to support housing across the state, particularly in greenfield areas.
- A new Urban Activation Precinct Program aimed at unlocking infill development opportunities.
- A Local Infrastructure Renewal Fund to encourage investment in local infrastructure projects.

DPC also chaired a Housing Supply Working Group, which developed a broad work program to apply contestability principles to certain work flowing from the taskforce.

## Relationship building with NSW regulators

DPC developed the Innovation and Improvement in Regulatory Services (IIReS) group, which comprises the seven largest regulators in NSW. The group shares ideas on best regulatory practice and new concepts to better meet the government’s priorities and goals. Group members are also providing advice and participating in projects aimed at reducing the burden of compliance on business and individuals.

## TARGETS FOR 2013—2014

- **Develop and roll out the e-reporting tool for use within DPC and clusters.**
- **Strengthen the focus on NSW 2021 Actions and Measures performance in driving policy development and completing actions in the regions.**
- **Develop greater links within DPC and the Premier and Cabinet cluster around delivering elements of NSW 2021.**
- **Ensure priority actions under NSW 2021 are on track.**
- **Review cluster governance arrangements to clarify accountability in the delivery of NSW 2021 strategies.**

## Key area four: Contribute to an efficient customer-focused public sector

### 2012–2013 GOALS

- **Develop a new web portal to provide an online searchable database of all consultations occurring throughout NSW. This includes all face-to-face meetings, information sessions, surveys, formal submissions and the Have Your Say website.**
- **Service NSW will be operational as the main interaction point for government customers, making it simpler to interact and transact with government through improved access to services and effective use of technology.**
- **The Northern Rivers and Mid North Coast RAPs will be implemented and monitored by DPC as part of the delivery of NSW 2021.**
- **DPC will continue its program of targeted reviews to drive reforms in specific regulatory areas and industries including a review of brothel regulation, NSW regulatory impact assessment arrangements and quality regulatory services. The office will also oversee completion of the Independent Pricing and Regulatory Tribunal reviews into local government compliance and enforcement and licensing in NSW.**
- **DPC will support reviews of the governance arrangements for each of the nine departmental clusters with regard to the implementation of the Governance Framework.**
- **Create IT-based provision of integrated, efficient systems and consistent decision making on systems and prioritisation of funding.**

### 2012–2013 ACHIEVEMENTS

#### Relaunching the consultation portal

DPC relaunched its [www.haveyoursay.nsw.gov.au](http://www.haveyoursay.nsw.gov.au) to include new features that enhanced the site's usability. In addition to the moderated online consultation service, government departments can publicise consultations they are conducting, whether they be face-to-face consultations, formal submissions, exhibitions or email surveys.

Over 163,500 people visited the website in 2012–2013.

The relaunched site also:

- Allows the public to search via location and/or topic for consultations.
- Lists a variety of consultations happening throughout NSW that range from environment, planning, policy, transport, infrastructure and community services.
- Lists all past consultations.

#### Implementing the workplace giving program

DPC implemented the NSW Public Sector Workplace Giving Program so staff can donate to a charity through their pay.

The program offers nine charities for staff to donate to. Employees receive an immediate tax benefit and do not need to wait until the end of the financial year to claim the donation. Charity partners will receive 100 per cent of the donation and will save on administration costs as they do not need to provide receipts.

#### Implementing Quality Regulatory Services initiative reforms

A Productivity Commission report on the quality of regulation revealed that business and individuals in NSW could benefit financially from improved interactions with regulators. DPC's review of these interactions resulted in five key reforms. The government endorsed implementing Quality Regulatory Services (QRS) reforms in November 2012 as part of its response to the Industry Action Plans.

For business and individuals, implementation of the reforms means being able to:

- make applications, renewals and update details electronically
- manage business practices around expected processing times
- appeal adverse decisions rather than having to re-apply.

It also means that only businesses and individuals assessed as 'high risk' are targeted by compliance and enforcement activity. Regulatory activity will be measured in outcomes, rather than often time consuming and costly outputs.

## Launching Service NSW

A new organisation, Service NSW, was established in March 2013 under the Premier and Cabinet cluster to provide an enhanced customer experience for NSW's residents and businesses.

Service NSW is shaped by what customers told the government — they want easier access to government services, faster service and a single point of contact.

Offering more than 800 transactions and services, Service NSW provides easy and convenient access to the government through three service channels:

- a new, easy-to-use website
- service centres with extended opening hours, concierges and express counters
- a 24/7 telephone service where customers are answered by a real person based in NSW.

Service NSW allows people to complete transactions and services offered by Roads and Maritime Services, Fair Trading and Births, Deaths and Marriages, all in the one place. More services are being added over time to build Service NSW into a complete, one-stop government service delivery model. Along with the telephone service and website, the first of the initial 18 Service NSW 'One Stop Shops' are now open for business across the state, including Haymarket in the Sydney CBD, Tweed Heads, Orange and Kiama.

Customer feedback continues to shape Service NSW, its website design, phone service and service centres. Early feedback was encouraging from customers and team members. Customers responded positively to the service delivery design and professional and committed staff.

## Office of the Governor of NSW

The Governor of NSW, Her Excellency Professor Marie Bashir AC CVO, presided over weekly meetings of the Executive Council, assented to 80 Bills passed by Parliament, administered oaths and affirmations of office to other office holders, and acted as Administrator of the Commonwealth in the absence of the Governor-General on six occasions.

Her Excellency invested over 600 members of the community in the Order of Australia for achievements in the Defence Forces, youth and other service organisations. Her Excellency and Sir Nicholas Shehadie hosted 100 events at Government House in support of numerous organisations and addressed international, national and state forums. Particularly, Her Excellency marked the 225th Anniversary of the establishment of NSW by launching the exhibition *Twenty Five: Stories from Australia's First Parliament*, at Parliament House.

With other government agencies, the Office of the Governor successfully coordinated two events attended

by 600 members of the community, at the Sydney Opera House and Government House to celebrate the Diamond Jubilee of Her Majesty Queen Elizabeth II, in the presence of His Royal Highness The Prince of Wales and Her Royal Highness The Duchess of Cornwall.

Her Excellency visited the communities of Albury, Coonabarabran, Deniliquin, Grafton, Moree, Mudgee and Narrandera in support of local events recognising the efforts of individuals and groups from all backgrounds and interests. In particular Her Excellency participated in the Hartley Community celebrations marking the first European crossing of the Blue Mountains.

In January 2013 Her Excellency, accompanied by Brian Davies Esq LVO Official Secretary, travelled to Brunei Darussalam to launch and support the opening of the Australian exhibition 'Big Ones Little Ones In My World'. The exhibition featured the work of established and emerging Aboriginal and Torres Strait Islander artists (Big Ones), and the art and stories from children aged five years up (Little Ones).

Her Excellency was also granted an audience with His Majesty Sultan Hajo Hassanal Bolkiah Mui'zzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam.

## TARGETS FOR 2013—2014

- **Support the whole-of-government effort to establish and commence the operations of Service NSW.**
- **Support the government's customer service strategy by undertaking red tape reduction reviews that take a customer focus on the cumulative burden imposed on industry segments in complying with government requirements across all regulators.**
- **Use DPC's regional leadership groups to direct attention onto what regional communities seek from government, and how delivery can be improved in response.**
- **Explore new ways to use digital and emerging technology to increase transparency and involvement by the community in decision-making and in service delivery by non-government entities.**
- **Address significant service delivery issues facing the Aboriginal community, particularly in child sexual assault.**
- **Implement a new approach to program evaluation as part of DPC's contribution to the Strategic Centre Initiative.**

## Key area five: Facilitate private sector partnerships and investment

### 2012–2013 GOALS

- **Implement the Better Value Infrastructure Plan, including hosting the first National Infrastructure Delivery Forum. As part of this work DPC will develop Productivity Metrics to enable governments to identify the productivity benefits associated with individual infrastructure investments.**
- **Process stage one assessments of unsolicited private sector proposals within 90 days as a measure of timely and professional performance.**
- **Continue delivering analysis and advice to the Premier, Cabinet and Cabinet Committees regarding government infrastructure and services as well as support and coordinate government bodies that are preparing key planning strategies.**

### 2012–2013 ACHIEVEMENTS

#### Securing sponsorship revenue

DPC secured \$2.4 million in sponsorship revenue (cash and in-kind) for the Australia Day 2013 event program.

Over \$1.3 million of the total Australia Day 2013 revenue was attributed to event sponsorship from the private sector. Of this, new organisations investing in Australia Day 2013 accounted for \$525,000 (40 per cent) of revenue, including a \$180,000 per annum three year sponsorship with P&O Cruises.

Corporate Club Australia (an initiative of the NSW Government and Australia Day Council of NSW) strengthened its status as a premium business network, supporting Australian values through a 20 per cent increase in membership.

The private sector accounted for 80 per cent of members while the club generated over \$300,000 in revenue. The funds delivered member benefits while the remaining surplus (20 per cent) contributed to the broader Australia Day program. A total of 2,900 representatives attended 10 business events in 2012–2013.

#### Delivering better infrastructure

DPC led the national policy agenda on Better Value Infrastructure by:

- Delivering the first National Infrastructure Delivery Forum where 200 leading public and private sector infrastructure practitioners from across Australia discussed best practice in initiating and delivering major infrastructure projects.
- Developing for COAG consideration Good Practice Guidelines for practitioners to use when initiating and delivering major infrastructure projects.
- Developing COAG endorsed Productivity Metrics for predicting the productivity outcomes of major infrastructure projects.
- Developing the concept of Growth Incentive Payments for incentivising states to invest in infrastructure that supports the national productivity agenda.

DPC also supported departments with major infrastructure projects to achieve government priorities, including the Northern Beaches Hospital, the North West Rail Link, the long-term lease of Port Botany and the development of the Westconnex business plan. The regions were supported with DPC's expertise and input into the Hunter and Illawarra Infrastructure Plans.

DPC coordinated infrastructure delivery and strategic planning to support the development of the Bays Precinct and Green Square Town Centre. DPC chaired the Bays Precinct Taskforce, which submitted its report and recommendations to the Minister in August 2012.

## Working with the private sector

DPC assessed 41 private sector unsolicited proposals. These assessments were completed in a timely and professional manner with 90 per cent of stage one unsolicited proposals assessed within 90 business days.

The majority were found not to offer sufficiently unique benefits to justify direct dealing.

However, on 30 June 2013, three proposals had progressed to stage two of the assessment process (University of Western Sydney Rydalmere land acquisition, Crown Sydney Resort and Echo Entertainment Group Star City Upgrade) and two had reached stage three (University of Sydney Purchase of Queen Mary Building and Transurban F3 to M2 motorway link).

## Promoting NSW regions and investment opportunities

DPC promoted NSW regions and investment opportunities to international stakeholders through briefings and a visit program for the NSW Consular Corps and Australian Ambassadors. DPC also worked with NSW Trade and Investment to develop profiles of NSW regions.

## Establishing the Office of International Engagement

In response to the opportunities and challenges of an increasingly globalised economy, DPC established an Office of International Engagement in the fourth quarter of 2012–2013 to support the implementation of the government's new International Engagement Strategy. The strategy builds on the strong working relationship between the private sector and the government, with a view to attract more international investment, facilitate exports, create jobs and grow the economy. The office will be led by a senior executive, focused on co-ordinating the effort across government needed to implement the strategy.

## Facilitating private sector partnerships and investment

DPC supported the process to sell Eraring Energy (Eraring and Shoalhaven power stations) to Origin Energy and, in exchange for a payment to Origin, terminating the government's obligation to develop and operate a coal mine at Cobbora. Although principally a commercial negotiation, the process also raised important policy issues for the government, which also impact on the sale of the remaining GenTrader asset, Delta West's Mt Piper and Wallerawang power stations, and the merchant generation assets, Macquarie Generation (Bayswater and Liddell) and Delta Central Coast (Colongra and Vales Point).

## Increasing NSW's exposure in China

The government is committed to strengthening international engagement to support the NSW economy through its International Engagement Strategy, which was released in April 2013. In June 2013 the Premier led his third successful trade mission to China, a priority market for NSW and its largest bilateral trading partner. The Economic Development and Transport Branch assisted with developing a program that focused on government priorities in key markets. The branch then developed comprehensive briefings and policy advice in consultation with DTIRIS and China experts to support the Premier and his delegation. The mission increased the profile of NSW as an investment destination and positioned Sydney as a regional financial centre and Renminbi (mainland China's official currency) trading hub. A number of investment opportunities were identified that DTIRIS is pursuing to facilitate further trade and investment to support the NSW economy.

## Reforming workers' compensation

In late 2012 and early 2013 the government introduced a range of reforms to the NSW Workers Compensation Scheme. DPC worked closely with WorkCover to ensure the policy reforms aligned with the government's objectives. The reforms focussed on assisting injured workers to return to work, improving financial support for seriously injured workers, and returning the scheme to financial sustainability. All new claims are subject to the reformed scheme, and most existing claims have been transferred.

## TARGETS FOR 2013–2014

- **Develop the Office of International Engagement within DPC, and prepare strategies for the 10 priority international markets.**
- **Drive contestability and efficient market design in infrastructure and service delivery models.**
- **Enhance linkages between the Regional Coordination Program and regional trade and investment opportunities.**
- **Continue to develop the Unsolicited Proposals Framework, including cases where proposals present service delivery reform opportunities or a prompt to address blockages holding back key sites.**
- **Promote social investment between government, non-government, corporate and philanthropic sectors to utilise new resources for tackling complex social policy issues.**

## Key area six: Empower our people

### 2012–2013 GOALS

- **Develop a career and talent management system to identify capabilities and gaps, and facilitate development programs aligned with the PSC’s strategies.**
- **Implement an online induction program to streamline and modernise the way new staff are introduced into the organisation.**
- **DPC continue to monitor DPC’s performance against the red tape reduction policy and targets.**
- **Implement changes to the NSW Cabinet process to improve the provision of expert administrative knowledge and support for system users.**
- **Implement an enterprise social networking tool to foster collaboration and help share information.**

Linked to the framework is a Workforce Plan, which captures DPC’s approach to matching workforce requirements with its business objectives now and into the future. The plan’s key enablers include:

- the vital role of our leaders as we develop our workforce
- providing ongoing development opportunities for our leaders and their teams
- ensuring we leverage the initiatives and opportunities provided by the PSC
- ensuring technology supports our transition in key projects like implementing the new People and Culture portal.

### Implementing an online induction program

DPC introduced its online induction program, which provides an overview of its role, functions and policies. The e-learning program also explains to new staff:

- what is expected in terms of conduct
- benefits and entitlements
- fraud and corruption prevention
- the electronic document and records management system.

### Launching Socialtext

On 10 April 2013 DPC launched its new collaboration and networking tool called Socialtext. A dedicated team provided communications expertise and publishing support to DPC branches while also facilitating a coordinated and simplified approach to communications. In May 2013 two master classes and eight forums were held to train staff on Socialtext.

Socialtext allows staff to crowd source answers from a large pool of people within DPC. Work requests are tracked easily, improving workflow and efficiency. By 30 June 2013 400 users had registered.

### 2012–2013 ACHIEVEMENTS

#### Launching the Talent Management Program

The first DPC Career and Talent Management Program was launched in March 2013. The program enables DPC to identify staff capabilities and strengths plus strategically develop programs and activities to address identified gaps. The program will cascade through the whole organisation during 2013–2014, and assist DPC to manage its talent and address succession planning by developing career pathways. The program links staff capabilities and strengths to workforce planning, and learning and development plans and strategies.

#### Developing our staff

DPC designed a Learning and Development Framework that outlines its approach to developing staff. The framework allows for an integrated approach to learning and development, which links to workforce planning, career and talent initiatives, performance and feedback systems, and our healthy and safe workplace initiatives.

### TARGETS FOR 2013–2014

- **Develop and implement workforce planning strategies that target our investment in our people.**
- **Drive culture initiatives (including the design of the 52 Martin Place workspace) that promote more active forms of engagement and facilitate strong, respectful relationships within DPC.**
- **Support our people strategies with key enablers such as Socialtext, a People and Culture portal, improved technology, and less complex decision-making processes.**
- **Support our people, and the broader sector, to improve their approach to policy and delivery through developing Communities of Practice for evaluation, behavioural insights and broader policy approaches.**

# Division of Local Government

## 2012—2013 GOALS

- Tackle the infrastructure backlog.
- Implement the Destination 2036 Action Plan.
- Review the *Local Government Act* and *City of Sydney Act*.

### Tackling the infrastructure backlog

To support the NSW 2021 goal to invest in critical infrastructure, DLG:

- Rolled out round one and two of the Local Infrastructure Renewal Scheme. This unlocked more than \$680 million worth of investment through 138 individual local infrastructure projects.
- Completed a council-by-council audit of the infrastructure backlog.
- Worked with NSW Treasury Corporation (TCorp) to complete the most comprehensive financial sustainability assessment ever undertaken of the NSW local government sector.

### Improving government relations

To guide local and state government relations, and help increase cooperation and engagement, DLG led the development of a new Intergovernmental Agreement to Guide NSW State-Local Government Relations on Strategic Partnerships. The Premier, Minister for Local Government, and joint presidents of Local Government NSW signed the agreement in April 2013.

## 2012—2013 ACHIEVEMENTS

### Implementing Destination 2036

DLG implemented activities outlined in the Destination 2036 Action Plan. DLG also supported the Independent Local Government Review Panel's work by providing information, data and administrative support.

### Reviewing

DLG supported the Local Government Acts Taskforce in its comprehensive review of the *Local Government Act 1993* and *City of Sydney Act 1988*. The review will recommend to the Minister for Local Government how to reduce red tape and bureaucracy while enabling councils to deliver quality services and infrastructure. The review is due for completion during the second half of 2013.

### Improving backyard pool safety

Backyard swimming pool safety increased through measures DLG developed.

These measures included:

- Establishing the NSW Swimming Pool Register where pool owners register their pool online for free, and assess whether their pool barrier complies with legislation.
- Supporting councils in developing a locally-appropriate and affordable inspection program by October 2013.
- Ensuring pools associated with tourist sites, visitor accommodation and properties about to be leased or sold must have a compliance certificate from April 2014.

### Addressing council conduct

DLG developed and released a new Model Code of Conduct for local councils on 1 March 2013. DLG also developed proposals for the government's consideration to tackle council dysfunction, establishing a new approach for addressing dysfunction and poor performance in local councils. The *Local Government Amendment (Early Intervention) Act 2013* commenced on 25 June 2013.

### Encouraging responsible pet ownership

As part of the NSW 2021 commitment to involve the community in decision making, DLG supported the consultation on the government's response to the Companion Animals Taskforce reports. As a result, DLG received over 5,000 public community submissions. DLG also developed and launched the new Responsible Pet Ownership Education Program (RPOEP) website, which is part of the \$2.1 million RPOEP. This program receives its money from companion animal registration fees.

### Assisting local government elections

DLG provided assistance and advice to 14 councils that ran their own local government ordinary elections. DLG held 30 councillor induction workshops across NSW to provide information and advice to over 700 new and returning councillors. DLG also facilitated the amendment of legislation to enable councils to run their own elections.

### Monitoring council performance

DLG undertook 17 Promoting Better Practice reviews to strengthen the local government sector by assessing performance and promoting a culture of continuous improvement. DLG provided all NSW councils with guidance and advice while they reviewed their long term Community Strategic Plans and Delivery Programs.

## TARGETS FOR 2013—2014

- Lead implementation of the government response to the Independent Local Government Review Panel and Local Government Acts Taskforce.
- Address the infrastructure backlog and financial sustainability of councils.
- Lead implementation of the government response to the Companion Animals Taskforce Reports in relation to managing companion animals.

# Office of Environment and Heritage

**During the year under review, OEH delivered its strategy and achieved results throughout NSW in keeping with the five key result areas in its Interim Corporate Plan 2012–2013.**

**These key areas are:**

- **our heritage is shared and celebrated**
- **increased tourism and visitation**
- **healthy and protected landscapes**
- **thriving local communities and environments**
- **excellence in customer service and business reform.**

**The Interim Corporate Plan 2012–2013 was the first strategic plan developed by and for the newly established OEH. The plan aligns the organisation’s strategic direction to government priorities and NSW 2021.**

## PERFORMANCE HIGHLIGHTS

### **Reducing bushfire risk**

OEH completed 337 prescribed burns and 1,314 mechanical hazard mitigation works. This led to an unprecedented level of hazard reduction with more than 208,000 hectares treated, compared with 47,200 hectares in 2011–2012, and the previous highest amount of 95,702 hectares in 2009–2010. These activities are part of the government’s \$62.5 million Enhanced Bushfire Management Program. The program has a five year rolling average hazard reduction works target of 135,000 hectares and 800 activities per year. The program’s target represents a doubling of effort in hazard reduction activities.

### **Leading energy efficiency in Australia and abroad**

OEH facilitated the signing of Australia’s first Environmental Upgrade Agreement (EUA) in December 2012 to make it easier for building occupants to fund energy and water efficiency projects. EUAs are finance agreements between building owners, financiers and local councils to fund environmental improvements to existing buildings.

Minister for the Environment and Minister for Heritage also successfully launched the National Australian Built Environment Ratings Scheme (NABERS) for New Zealand in June 2013. This is the first time another country has adopted the scheme, which measures office building’s energy efficiency and emissions.

## Key result area one: Our heritage is shared and celebrated

### 2012—2013 GOALS

- Promote, protect and share Aboriginal culture and heritage.
- Help people identify, protect and conserve Aboriginal and historic heritage places, objects and values in landscapes.
- Recognise and protect heritage assets for tomorrow.

### 2012—2013 ACHIEVEMENTS

#### Reforming Aboriginal heritage legislation

The modernisation process of Aboriginal heritage legislation continued during 2012—2013. Following public engagement workshops in 2012, the Aboriginal Culture and Heritage Reform working party submitted draft recommendations for managing Aboriginal culture and heritage to the government in late 2012. OEH has produced a response to these recommendations, *Reforming the Aboriginal cultural heritage system in NSW: A NSW Government model in response to the Aboriginal Culture and Heritage Reform Working Party's recommendations and public consultation*, for government consideration. Further community consultation on a proposed approach to reforming Aboriginal cultural heritage legislation is planned for later in 2013.

#### Protecting Aboriginal Places

Declaring Aboriginal Places, under the *National Parks and Wildlife Act 1974*, recognises and legally protects Aboriginal cultural heritage over public or private land in NSW. OEH works with local Aboriginal communities to nominate and recommend Aboriginal Places for declaration by the Minister for the Environment.

The importance of Aboriginal heritage was recognised by declaring the following 14 Aboriginal Places across NSW in 2012—2013:

- Toogimbie Burial Ground
- Buladelah Mountain
- Wiradjuri Reserve and Gobba Beach
- Angels Beach at East Ballina
- King Tom's Memorial Headstone
- Delegate Aboriginal Reserve
- Bulgandry Art Site
- Kariong Sacred Land
- Butterfly Cave
- Euabalong Aboriginal Fringe Camp
- Kinchella Boys Home
- St Claire Mission Station Church School
- St Claire Mission Station Corroborree Ground
- Angledool.

## Improving the Aboriginal Heritage Information Management System

The Aboriginal Heritage Information Management System (AHIMS) is a statutory database of known Aboriginal sites and places in NSW. It is also a library of associated archaeological reports and other relevant information. Government, industry and heritage professionals use AHIMS for land-use planning, regulation and conservation management. Aboriginal communities use AHIMS to help them manage and protect local sites and heritage. In 2013 AHIMS was upgraded to web services version 3 so users could: produce better maps; get quicker and more extensive search results; and make online payments for extensive searches. The release of a free smartphone app also improved AHIMS by helping record Aboriginal site information.

## Protecting Aboriginal objects

OEH regulates management of Aboriginal objects in accordance with the *National Parks and Wildlife Act 1974*. Where harm to Aboriginal objects cannot be avoided, Part 6 of the Act allows the issue of an Aboriginal Heritage Impact Permit (AHIP).

OEH issued 85 new AHIPs, and undertook variations to a further 24 existing AHIPs, including amendments and additions to conditions. Once issued, the permits specified that certain Aboriginal objects in the vicinity of a project must be protected, and/or require specific conservation actions.

These figures do not reflect the full reduction in Aboriginal heritage impacts, which result from OEH's involvement as a regulator. Before lodgement and during the AHIP assessment, OEH works with applicants and the Aboriginal community to ensure that proposed activities avoid and minimise harm to Aboriginal objects.

## Reviewing OEH's heritage services

During the year OEH reviewed its heritage services and commenced the establishment of a new Heritage Division encompassing Aboriginal and non-Aboriginal cultural heritage. The new division aims to: improve sharing of expertise; develop better heritage policy; and establish a comprehensive and customer focused approach to heritage in NSW.

The Heritage Division will continue to support the delivery of the statutory responsibilities of the Heritage Council and the Aboriginal Cultural Heritage Advisory Committee.

## Recognising heritage places and objects

The State Heritage Register lists places and items of particular heritage significance in NSW. The register contains over 1,640 items. The NSW Government owns about 50 per cent of these while the Australian Government, local councils, industry and individuals owns the remainder.

Thirty items were listed on the register. This included a serial listing of sites connected to bushranger Captain Thunderbolt's exploits, plus movable fire brigade heritage, Aboriginal heritage and historic properties.

## Managing and caring for heritage in the community

The Heritage Grants Program assists communities to care for their heritage, and supports local government to manage heritage items in NSW. During the 2013–2014 and 2014–2015 financial years OEH will provide \$5.9 million in funding to protect heritage for local communities across NSW. Funding will be for: Aboriginal heritage places; community, youth and seniors heritage projects; state heritage register listed places; and local heritage places. The funding includes \$2.2 million for major works projects and \$200,000 for emergency works on state heritage register listed places.

## TARGETS FOR 2013–2014

- **Create a stronger profile for both cultural and built heritage in NSW, including establishment of a new Heritage Division.**
- **Finalise the Aboriginal Cultural Heritage reforms.**

## Key result area two: Increased tourism and visitation

### 2012—2013 GOALS

- Increase visitor access and enjoyment of parks and reserves.
- Boost local economies through tourism and visitation.
- Stimulate and support new business opportunities.

### 2012—2013 ACHIEVEMENTS

#### Increase in visitation

OEH delivered its third biennial domestic visitation survey, which estimates the number of NSW national park visits per year, recreation preferences, demographics and satisfaction levels. This follows surveys in 2008 and 2010. In 2012, NSW national park visitation was estimated at 35.5 million visits, including 28.7 million adult and 6.8 million child visits, an increase of 5 per cent on 2010 results (33.8 million). Half of all visits were to national parks within the Sydney metropolitan and Snowy Mountains regions, while parks in western NSW experienced their highest recorded visitation levels since 2008.

#### Increasing tourism in national parks

OEH promoted tourism in national parks through targeted regional marketing campaigns and by delivering high quality visitor experiences. Key campaigns during the year were Outback NSW and Wild About Whales. Both campaigns involved OEH partnering with commercial tour operators, and regional and local tourism organisations to package and promote nature-based experiences. The campaigns encouraged people to visit and stay longer in regional NSW.

In 2012 the Outback NSW campaign generated thousands of operator leads and drove a 20 per cent increase in website visits. Wild About Whales delivered positive results with over 10,000 Facebook and Twitter followers.

The agency also promoted national parks through community-based events such as Parks Week and New Year's Eve celebrations in Sydney Harbour National Park.

The contribution of national parks to regional tourism was recognised with Blue Mountains National Park and Cape Byron State Conservation Area being the recipients of Gold Awards at the 2012 NSW Tourism Awards. The latter also went on to win Silver at the 2012 National Tourism Awards.

### Improving online services

OEH launched its new NSW National Parks website in May 2012. During 2012–2013 the site increased the amount of profiled parks to 180, and featured more than 1,000 attractions, events, tours, activities, themed itineraries and experiences. During its first year, the site attracted over one million visitors. Since its launch, the site's booking system has received over 24,000 bookings for more than 84,000 room nights across 73 camping and accommodation locations throughout NSW.

Future plans for the website include developing a digital engagement strategy and augmentation of mapping and park attractions.

### Delivering horse riding experiences in national parks

OEH released its Strategic Directions for Horse Riding in NSW National Parks in November 2012 adding to the diverse range of recreational opportunities in national parks. OEH is working with local horse riders to implement the strategy. The strategy identified eight priority regions in NSW for new horse riding opportunities, which are Metropolitan North East; Blue Mountains; Central Coast Hunter; Lower North Coast; Northern Tablelands; Northern Rivers; Southern Ranges; and the Far South Coast. More than \$150,000 was allocated in 2012–2013 to help deliver new horse riding experiences in these regions.

### Sustainable mountain biking in national parks

OEH continues to work towards delivering safe and appropriate mountain biking opportunities for visitors to NSW National Parks, using the Strategy for Sustainable Mountain Biking in NSW National Parks as a guide.

The agency opened a network of mountain biking tracks, including: a shared-use trail in Livingstone National Park; mountain bike tracks in the Murray Valley Regional and National Parks; and new sections of a shared mountain bike and walking track in Kosciuszko National Park.

In October 2012 OEH hosted the Two Wheeled Treks program and a range of community cycling events in national parks around the state.

### Encouraging children to explore the environment

In April 2012 OEH launched its interactive digital WilderQuest program to encourage children aged 5–12 to learn about the environment and visit NSW national parks with their families. The program includes an interactive website and free iPad app, a guided on-park tour program and a curriculum-linked education component. This was upgraded in December to simplify its game play and add registration as well as a new coastal environment. Since the launch, the website received over 21,000 unique visits while the app was downloaded around 26,000 times. The app also has a 4.5/5 star rating and has won a number of industry awards.

### Sydney Harbour joins National Landscapes

OEH played a key role in driving the successful nomination of Sydney Harbour to Australia's National Landscapes Program. The program is an initiative of Tourism Australia and Parks Australia to promote areas of outstanding natural beauty and cultural significance in Australia. Sydney Harbour National Landscape is the sixteenth and final landscape. It was nominated on the premise that Sydney's natural and cultural landscape is unique among cities, and can deliver on conservation and tourism themes and priorities. The landscape features Sydney Harbour National Park at its centre, framed by Ku-ring-gai Chase National Park, Royal National Park, Parramatta Park, and a network of smaller parks throughout greater Sydney.

## TARGETS FOR 2013–2014

- **Identify and launch the five Great Walks package to promote tourism and visitation.**
- **Further improve Sydney Harbour precincts and release expressions of interest seeking experienced partners to assist us in our work to increase tourism and visitation.**

## Key result area three: Healthy and protected landscapes

### 2012—2013 GOALS

- Enhance the care and management of national parks and reserves.
- Protect life, property and environmental values from the impacts of fire.
- Improve human wellbeing and social equity, reduce environmental risks and support business by encouraging sustainable developments.
- Protect native vegetation and wildlife, threatened species and natural environmental assets.
- Deliver environmental water to targeted wetlands and floodplains and support healthy rivers, wetlands, estuaries and coastal waters.

### 2012—2013 ACHIEVEMENTS

#### Managing land for national parks

OEH manages, conserves and cares for more than 7 million hectares of land in national parks and reserves throughout NSW. By managing this land, OEH aims to conserve and protect natural and cultural heritage, and increase the number and range of parks for the public to access and enjoy.

This year OEH reserved more than 5,000 hectares of high conservation value land to enhance the public reserve system's connectivity and increase park management efficiency. This included 24 additions to existing parks. OEH also established Malabar Headland National Park and increased Berowra Valley's protection to national park status. Both sites have significant natural and cultural heritage values.

The \$7.32 million reserve establishment program supported the purchase of 17 properties covering 10,000 hectares. This achievement makes a significant contribution to the delivery of the government's Green Corridors Program.

#### Managing bushfire in national parks

This year OEH released a 10 year fire management strategy, *Living with Fire in NSW National Parks: A Strategy for Managing Bushfires in National Parks and Reserves 2012—2021*. The strategy provides a clear statement and framework for the National Parks and Wildlife Service (NPWS) fire management approach, and outlines priorities in managing bushfire in national parks and reserves during the next 10 years. The strategy is supported by a five year Enhanced Bushfire Management Program fund of \$62.5 million for 2011—2016. This is in addition to the recurrent budget for fire management on parks and reserves.

#### Managing pests in national parks

OEH has finalised its Regional Pest Management Strategies to provide a strategic approach to weed and pest animal management on land it manages under the *National Parks and Wildlife Act 1974*.

After OEH completed a comprehensive round of stakeholder consultations, it developed draft strategies for state-wide public exhibition. OEH received 115 written submissions after the exhibitions. OEH considered the submissions received as part of finalising the strategies. The strategies are being prepared for publication.

OEH continued to implement the 2010 NSW Fox Threat Abatement Plan, which establishes priorities for fox control to conserve biodiversity in NSW. Fox Threat Abatement site plans were completed, and OEH began monitoring priority threatened species sites in the Illawarra-South Coast, South-East and Mid North Coast regions and public lands.

OEH spent \$34 million on pest and weed control in 2012–2013. More than 100,000 pest animals were removed from parks and reserves over the last two years.

### Managing native vegetation

OEH oversees compliance with the *Native Vegetation Act 2003* to prevent unlawful clearing of native vegetation. OEH received 409 reports of vegetation clearing and conducted investigations where appropriate. OEH also: commenced three prosecutions under the Act; secured two convictions with total fines of \$120,040; and issued 10 penalty notices, 10 directions to remediate land and 154 formal warning and advisory letters following investigations.

On 14 June 2013 OEH achieved a major milestone when it was announced that a new *Native Vegetation Regulation* would be made.

The review of the *Native Vegetation Regulation 2005*, which began in 2011, aimed to simplify approval processes while not weakening environmental standards. A key change to the regulation lets farmers apply a self-assessable code to make decisions about lower risk clearing activities.

### Supporting Catchment Management Authorities

OEH provided the NSW Catchment Management Authorities with technical advice and support in updating their Catchment Action Plans. The 10 year plans allocate resources to care for and improve local environments.

### Delivering environmental water to targeted areas

OEH manages NSW environmental water holdings, and cooperates with the Australian Government when managing its environmental water holdings within NSW. Approximately 670,000 mega litres of environmental water were delivered in the Gwydir, Macquarie, Lachlan, Murrumbidgee and Murray Valleys to support rivers, wetlands and significant events like colonial water bird breeding and native fish migration and recruitment.

Opportunities for using water and the volumes delivered vary with water availability and river operational conditions. In 2012–2013, after two wet years, some wetlands such as the Barmah/Millewa Forest in the Murray valley required a periodic drying phase as part of their natural cycle and total water use volumes were therefore lower than in the preceding two years.

Environmental condition, however, has continued to improve in key wetlands since the breaking of the millennium drought in 2010. In 2012–2013, the endangered southern bell-frog was recorded in the lower Lachlan for the first time since the 1970s; Murray cod and other native fish bred in response to environmental flows in the Murrumbidgee; 10,000 nests of ibis successfully raised young in the lower Murrumbidgee; and recovery in the condition of stressed river red gum and other important vegetation communities continued in the Macquarie Marshes, Gwydir Wetlands and Yanga National Park.

The agency uses satellite imagery to map the extent of environmental flows delivered to key wetlands. OEH also uses on-ground surveys for waterbirds and frogs in major wetlands, and vegetation surveys to assess changes in wetland vegetation condition and extent.

### TARGETS FOR 2013–2014

- **Remake and implement the new *Native Vegetation Regulation* reforms to reduce red tape and maintain environmental protection.**
- **Provide input into the new planning reforms to encourage sustainable development in NSW.**
- **Build on the OEH hazard reduction program across NSW to protect life and property, and implement priorities outlined in the *Living with Fire in NSW National Parks: A Strategy for Managing Bushfires in National Parks and Reserves 2012–2021*.**

## Key result area four: Thriving local communities and environments

### 2012—2013 GOALS

- Assist households, business and government to contain rising costs through efficient energy and water use, and renewable energy alternatives.
- Increase active participation and volunteering in local environmental projects.
- Prepare communities and landholders for future environmental challenges and emergencies, and support communities and local government to manage current risks from coastal erosion and inundation.
- Enhance people's access to useful environmental information and education so they can make informed choices about their environment.
- Support and educate communities to conserve native animals and plants, threatened species and biodiversity.
- Empower landowners to enhance the productive use of their land through sustainable management of vegetation and biodiversity.

### 2012—2013 ACHIEVEMENTS

#### Helping households reduce energy use

The Home Power Savings Program helps eligible households reduce power consumption and costs by offering: a free home energy assessment from a trained energy expert; a Power Savings Kit; and a personalised Power Action Plan. During the year the program has helped 77,000 NSW low income households reduce their energy consumption. Since it began in 2010, the program has helped over 190,000 households save more than \$32 million a year off power bills.

#### Rating the environmental performance of buildings

NABERS measures the operational environmental performance of existing buildings. NABERS also rates a building's environmental impacts and how they are being managed compared with other buildings.

More than 500 office buildings, shopping centres and hotels in NSW received ratings this year through the NABERS program. Re-rated buildings have achieved energy and water bill savings of more than \$62 million per annum in the NSW commercial building sector.

#### Assisting business reduce energy costs

OEH runs a number of programs to help businesses reduce energy costs through resource efficiency and improved waste management. These programs include Sustainability Advantage, Energy Saver and Environmental Upgrade Agreements. OEH assisted more than 2,000 businesses achieve annual cost savings of more than \$14 million. Throughout the life of these programs, more than 18,000 businesses have received assistance, achieving annual cost savings of more than \$102 million.

#### Evaluating energy efficiency programs

Through evaluation of its energy efficiency programs, OEH delivered the most comprehensive evidence collected in Australia about the effectiveness of these activities. The evaluations used robust methods including large samples, control groups and sophisticated analytical techniques. The results show that programs were effective at reducing energy use, energy bills and peak demand. The findings helped with continuous improvement of programs and the development of the Energy Efficiency Action Plan. Confirmation of the effectiveness of saving energy will inform energy infrastructure planning, and help achieve the NSW 2021 goal of using energy efficiency to contain electricity costs.

### Volunteers caring for their environment

More than 6,500 volunteers donated over 130,000 hours to NSW national parks programs such as bush regeneration, mountain bike track maintenance, heritage restoration and shorebird recovery. Over 55 volunteer campground hosts contributed 6,300 hours to campgrounds across the state by welcoming campers, providing local area information and supporting staff during critical periods like fires and park closures. OEH is working to create new and innovative volunteering programs like expanding corporate volunteering in partnership with the Foundation for National Parks and Wildlife and Landcare Australia. This provides opportunities for businesses to deliver team building experiences that benefit their employees and the environment.

### Supporting floodplain, coastal and estuary management

OEH provides funding to councils through the Floodplain, Coastal and Estuary Management Programs, which in 2012–2013 included allocations of:

- \$26.8 million under the Floodplain Management Program to undertake 125 projects across 64 local government areas to assess and address flood risks.
- \$2.1 million under the Coastal Management Program to undertake 25 projects across 17 local government areas for managing the risks from coastal hazards and restoring degraded coastal habitats.
- Over \$2 million under the Estuary Management Program to undertake 39 projects across 20 local government areas for improving the health of NSW estuaries.

OEH also provided councils and coastal communities with report cards to measure progress towards improvement in the condition of specific NSW estuaries. These report cards and other tools assist councils to facilitate water quality improvement planning. The condition of estuaries reflect the level of disturbance in their catchment and how well connected they are to the ocean.

### Reforming coastal protection legislation

The *Coastal Protection Act 1979* was amended on 21 January 2013 to more readily allow landowners to temporarily place sandbags on beaches to reduce the impacts of waves on their land. To further improve coastal erosion policy in NSW, a second stage of reforms is underway. This will ensure NSW has appropriate plans, legislation and other arrangements in place to manage erosion and other coastal hazards.

### Building resilience to environmental challenges

OEH published an Integrated Regional Vulnerability Assessment of South East NSW, which outlines how the region is vulnerable to climate impacts. The assessment provides the key input to the Enabling Adaptation in the South East project, which identifies ways to improve the region's resilience to extreme events and climate risks. Future work will involve OEH engaging with the Southern Councils Group to commence Phase II of the climate vulnerability assessment process in the region.

### Offsetting impacts of development on biodiversity

BioBanking is a voluntary scheme that increases offset use to counterbalance the impacts of development on biodiversity. OEH approved ten BioBanking sites covering a total of 1,190 hectares.

The Growth Centres Biodiversity Offset Program aims to protect important bushland in Western Sydney and surrounding regions. A combined total of \$10.73 million was allocated towards implementing the program during the year, which led to new BioBanking sites being established at Mount Hercules in the Wollondilly Local Government Area, and Mulgoa in the Penrith Local Government Area. The total allocation included a contribution of \$4.1 million from the Australian Government.

### TARGETS FOR 2013–2014

- Complete the Home Power Savings Program by June 2014, in line with NSW 2021.
- Complete stage two coastal reforms to ensure NSW is prepared for future environmental challenges.

## Key result area five: Excellence in customer service and business reform

### 2012—2013 GOALS

- Actively engage and partner with our customers, the community and business to work together to achieve common goals and reduce red tape.
- Improve people's understanding of how we work by being open, transparent and accessible.
- Foster a culture of high performance and accountability, allocating our resources effectively, and demonstrating a positive return for investing in environment and heritage outcomes.
- Ensure decision making is informed by rigorous science and best available social and economic information and knowledge.

### 2012—2013 ACHIEVEMENTS

#### Improving customer service and delivering savings

OEH is implementing a strategic realignment to improve its customer service, accountability to local communities and deliver budget savings. This has involved a shift in focus to a regional service delivery model with local staff making decisions affecting their communities. Customers, such as councils, licensees, developers and individuals, have a single point of contact within OEH. This contact supports them to protect and enjoy their local environment and heritage assets.

The realignment will save NSW taxpayers more than \$100 million over four years, and result in the reduction of 350 positions. Sixty per cent of the resulting workforce will deliver frontline services to local communities.

#### Providing a vision for the future

OEH released its Interim Corporate Plan 2012—2013 defining the agency's strategic direction up to 31 December 2013. The plan confirms key result areas, strategies and priorities. It sets a vision for the future, outlines the core values and principles that guide actions and highlights OEH's areas of influence.

The plan provides the framework for OEH to strengthen local environments and economies by recognising that environmental and cultural resources are vital to delivering positive social and economic outcomes for NSW.

#### Establishing Open OEH

To embrace the Open Government Plan, OEH established the Open OEH Program as a whole-of-agency flagship initiative. The Open OEH vision is that OEH information, data and services will be open, viable, accessible and useful to the community, to make it easy for the community to look after and celebrate its environment and heritage. The Open OEH program has a number of initiatives that work to achieve its goals, which are: increased transparency and access to information, services and people; delivering content that people want, to where they are, in the way they need; engaging in greater collaboration, participation and conversation.

## Setting priorities for science and research

OEH's Knowledge Strategy sets priorities for the knowledge it and the EPA needs to meet legislative, policy, operational and management requirements.

There are six knowledge themes:

- biodiversity
- climate change impacts and adaptation
- coastal, estuarine and marine environments
- landscape management
- pollution
- water and wetlands.

Priority knowledge needs include:

- mapping native vegetation
- understanding climate change impacts for NSW
- understanding coastal values and estuarine responses to management
- how to better manage fire and invasive species
- how to efficiently use environmental water
- information to support regional planning and minimise pollution.

## Monitoring air quality

OEH maintains one of the largest air quality monitoring networks in Australia. The network's information is fed continuously to the public via hourly updates to the Regional Air Quality Index (RAQI) on the OEH website. Adding to this comprehensive network, new air quality monitoring stations at Camden in Western Sydney and Wyong on the Central Coast were opened in December 2012.

The agency extended near real-time air quality monitoring information via web and automated SMS and email alerts to include 40 air quality monitoring stations.

## Providing environmental analysis and forensics

OEH maintains an accredited, modern, high-quality analytical and environmental forensics facility. The services provide support for pollution investigations and emergency responses to incidents that pose hazards to people or the environment. OEH works closely with the EPA on incidents such as the recent investigations of chemical spills from the Orica plant in Newcastle, the investigation of historical mercury contamination of the former chlor-alkali plant in Botany and the remediation of Homebush Bay. The facility has also provided support for NPWS in investigating the poisoning of protected species of birds in NSW national parks. OEH responded to 390 incidents in 2012–2013, conducting 77,000 chemical analyses and 157 ecotoxicological tests to document the environmental harm caused by the incidents.

## Surveying people's environmental knowledge, attitudes and behaviours

OEH released the results of the 2012 Who Cares About the Environment? Survey in March 2013. This research has been conducted every three years since 1994 and measures environmental knowledge, attitudes and behaviour among the people of NSW. It also includes the identification of trends and how these have changed over time. The 2012 survey indicated that people in NSW have a more positive view of the environment and its current condition compared to previous years. The survey also showed that 98 per cent of people are doing things to help the environment.

## TARGETS FOR 2013–2014

- **Release a new OEH Corporate Plan, further defining the agency's strategic direction, and implement new business planning and program budgeting throughout OEH.**
- **Support the Environment and Heritage Portfolio by providing corporate and shared service support.**

# HERITAGE COUNCIL OF NSW

**The Heritage Council of NSW is a statutory body established to administer the *Heritage Act 1977* and is required by the Act to produce an annual report. It includes members of the community, the NSW Government, the conservation profession and representatives from various organisations.**

## HERITAGE COUNCIL OF NSW ANNUAL REPORT 2012—2013

The Heritage Council makes decisions about the care and protection of places and items that have been identified as being of heritage significance to the people of NSW. It also advises the Minister for Heritage on heritage matters. The Heritage Council is supported by OEH, which provides professional advice and administrative support to help promote the identification, conservation, adaptive reuse and celebration of heritage places across NSW.

### **Heritage Council members**

The Heritage Council met 11 times during 2012—2013, and comprised nine members as follows: Professor Lawrence Nield (Chair), Dr Sharon Sullivan AO (Deputy Chair), Mr David Logan, Mr Colin Rockliff, Mr Mark Dunn, Mr Raymond Kelly (representing Aboriginal heritage management), Mr Don Godden (National Trust of Australia (NSW) representative) and Ms Josephine Wing (for DG, Department of Planning and Infrastructure). At the time of print, there was one vacant position on the Heritage Council.

### **State Heritage Register**

This year 30 items were added to the State Heritage Register. The register lists places and items of particular heritage significance in NSW, and contains over 1,640 items. The NSW Government owns almost 50 per cent of these items, and the rest are owned by individuals, local councils, the Australian Government and industry.



## State Heritage Register items listed in 2012–2013

Item name	Full address	Local govt area	Gazettal date	Listing no
The Captain Thunderbolt Sites	Various, Uralla	Uralla	20 Jul 2012	01889
Portland Cement Works Precinct	Williwa Street, Portland	Lithgow	03 Aug 2012	01739
Raffan's Mill and Brick Bottle Kilns Precinct	Carlton Road, Portland	Lithgow	03 Aug 2012	01738
Dunmore House	557 Paterson Road, Bolwarra Heights	Maitland	16 Aug 2012	01887
St Peter's Anglican Church Group and Glebe Cemetery	47 William Street, East Maitland	Maitland	31 Aug 2012	01886
Cintra — House, Garden and Stables	34 Regent Street, Maitland	Maitland	31 Aug 2012	01892
Hambledon Cottage, Grounds and Archaeology	47 Hassall Street, Harris Park	Parramatta	21 Sep 2012	01888
Wentworth Memorial Church and Moveable Collection	32 B Fitzwilliam Road, Vacluse	Woollahra	25 Sep 2012	01882
Newcastle City Hall and Civic Theatre	289 King Street, Newcastle	Newcastle	27 Sep 2012	01883
Toongabbie Government Farm Archaeological Site	Goliath Avenue, Winston Hills	Parramatta	11 Dec 2012	01903
Bass Point Reserve	Boollwarroo Parade, Shell Cove	Shellharbour	18 Jan 2013	01896
Bundian Way	Mount Kosciuszko to Eden, Kosciuszko	Tumbarumba	18 Jan 2013	01906
Towrang Convict Stockade, Associated Sites and Road Formations	11Km north of Old Hume Highway, Goulburn	Goulburn Mulwaree	01 Feb 2013	01905
Green Cape Maritime Precinct	Green Cape Road, Green Cape	Bega Valley	01 Feb 2013	01897
Shand Mason 7 inch Manual Fire Engine (1869)	1 Museum Drive, Penrith	Penrith	25 Feb 2013	01898
Shand Mason Curricule Ladders (1898)	1 Museum Drive, Penrith	Penrith	25 Feb 2013	01899
Ford 21W Fire Brigade Mobile Canteen (1942)	Museum Drive, Penrith	Penrith	25 Feb 2013	01900
Edward Smith Headquarters Switchboard (1909)	1 Museum Drive, Penrith	Penrith	25 Feb 2013	01901
Fire and Rescue NSW Heritage Fleet	Museum Drive, Penrith	Penrith	25 Feb 2013	01902
Yobarnie Keyline Farm	108 Grose Vale Road, North Richmond	Hawkesbury	08 Mar 2013	01826
Ingleburn Military Heritage Precinct and Mont St Quentin Oval	Campbelltown Road, Ingleburn	Liverpool	15 Mar 2013	01891
The Grange	3249 O'Connell Road, Bathurst	Bathurst Regional	15 Mar 2013	01904
Savernake Station and Moveable Heritage	2341 Mulwala Road, Savernake	Corowa	15 Mar 2013	01907
Queanbeyan Showground	19–41 Farrer Place, Queanbeyan	Queanbeyan	15 Mar 2013	01890
La Perouse Mission Church	46 Adina Avenue, La Perouse	Randwick	15 Mar 2013	01893
Tocal College — C.B. Alexander Campus and Movable Collection	815 Tocal Road, Tocal	Maitland	17 Apr 2013	01908
Montreal Community Theatre and Moveable Heritage Collection	46 Russell Street, Tumut	Tumut	21 Jun 2013	01909
Jack House	62 Boundary Road, Wahroonga	Ku-Ring-Gai	24 Jun 2013	01910
Woy Woy Railway Tunnel	Woy Woy Road, Woy Woy	Gosford	28 Jun 2013	01835
Emu Plains (Nepean River) Underbridge	Off Bruce Neale Dr, Steel Trusses 1.3 Km Past Station, Penrith	Penrith	28 Jun 2013	01830

## Removals from State Heritage Register

In 2012–2013 the following items were removed from the register under section 38 of the *NSW Heritage Act 1977*.

Item name	Full address	Local govt area	Gazetted date	Listing no	Reason
Mayfield Homestead – Welcome Reef Dam	Mayfield Road, Lower Boro	Palerang	10 Aug 2012	01364	Administrative update – duplicate listing
Glen-Dor – Welcome Reef Dam	Windellama Road, Lower Boro	Goulburn Mulwaree	30 Nov 2012	01361	Found not to be of state heritage significance
Khama Lea – Welcome Reef Dam	Khama Lea – Off Larbert Road, Labert	Palerang	30 Nov 2012	01362	Found not to be of state heritage significance
La Vista – Welcome Reef Dam	La Vista – Labert Road, Labert	Palerang	30 Nov 2012	01363	Found not to be of state heritage significance
Ooranook – Welcome Reef Dam	Mayfield – Charleyong Road, Stewarts Crossing	Goulburn Mulwaree	30 Nov 2012	01369	Found not to be of state heritage significance

## Statutory planning tools

Planning referrals	2010–2011	2011–2012	2012–2013
Local Environmental Plans*	125	83	51
State Environmental Planning Policies	5	0	1
Development Control Plans	3	2	7
Strategic Studies	16**	33	19
<b>TOTAL</b>	<b>149</b>	<b>118</b>	<b>78</b>

\* Includes comprehensive and site specific local environmental plans.

\*\* Includes heritage studies, local environmental studies, strategy and policy reports.

## Statutory applications

Type of application	2010–2011	2011–2012	2012–2013
Applications for changes to State Heritage Register items (s 60s)	117	144	131
Applications for excavation permit (s 140s)	18	25	24
Integrated development applications (IDA)	76	90	90
Exemptions (s 57(2))	455	489	507
Exceptions (s 139(4))	68	65	62
Variations to (s 60 Approvals) (s 65A)	26	32	45
Variations to s 140 Excavation Permits (s 144)	11	10	10
Variations to IDA Approvals (s 96)	28	27	37
Development application referrals under Part 3 of the <i>EP&amp;A Act</i>	98	90	N/A*
<b>TOTAL</b>	<b>897</b>	<b>972</b>	<b>906</b>
<b>TOTAL value of cost of works</b>	<b>\$1,304,691,072</b>	<b>\$1,064,451,138</b>	<b>\$2,058,441,906</b>

\*Part 3A of the *Environmental Planning and Assessment Act 1979* was repealed in October 2011; as such applications under this category are no longer reported.

### **Summary of other recommendations, advice and opinions made by the council under the *Heritage Act 1977***

The Heritage Council made one interim heritage order (former Health Department Building, 93—97 Macquarie St, Sydney), for an item of state and local heritage significance under Section 24 of the *Heritage Act 1977*.

No new heritage agreements were entered into under Section 39 of the Act, and no advice on historic shipwreck protection orders was made under Section 50 of the Act.

### **Review of the planning system**

The Heritage Council reviewed the proposed reforms to the NSW planning system and made formal submissions to the Department of Planning and Infrastructure in response to exhibition of the Green and White Papers — A New Planning System for NSW and Draft Exposure Bills.

The Heritage Council's Green Paper submission was formally lodged in September 2012. The Heritage Council's White Paper submission was formally lodged in June 2013.

### **NSW and Hunter Region heritage grants**

The NSW Heritage Grants and Hunter Region Grants programs aim to improve the physical condition of NSW heritage items, assist communities to care for their heritage and support local government in its role as manager of the majority of heritage items in NSW. Twenty four projects were approved, and \$3,211,324 in funding was expended.

In April 2013 the Minister for Heritage launched the next round of NSW Heritage Grants funding. During the 2013—2014 and 2014—2015 financial years \$5.9 million in funding will be provided to protect heritage for local communities across NSW.

Further details about NSW Heritage Grants programs can be found at <http://www.environment.nsw.gov.au/Heritage/funding/index.htm>

# PARLIAMENTARY COUNSEL'S OFFICE

**PCO is a separate office that provides the government with a comprehensive and integrated range of high quality services for drafting and developing legislation, publishing legislation and providing advice and information about legislation to government.**

## PERFORMANCE HIGHLIGHTS

- Meeting demands of the government's legislative program by completing a high volume of complex items of draft legislation, including draft legislation for the white paper on the planning law reform.
- Maintaining prompt turnaround times for finalising statutory instruments, including environmental planning instruments.
- Improving public access to NSW legislation by enhancing the NSW legislation website by adding Really Simple Syndication (RSS) feeds and improving the processing and updating of the website. This led to a substantial boost in visitors to the website.

### Resources

PCO's expenditure was almost \$500,000 below its \$9.009 million budget (due to the difficulty in engaging specialist drafting and editorial staff). Full-time equivalent (FTE) staffing levels were at historically low levels with an average FTE of 41.5 over the year.

### Legislative drafting services

#### Bills

Where practicable, Bill drafting work was done on a collegiate basis. Draft Bills continued to be scrutinised by a group of the most senior drafters and all Bills received comprehensive editorial, legal, and quality assurance checks.

PCO, as a service to Parliament, publishes Bills and republishes amended Bills for all stages of the parliamentary process and provides electronic copies for publication on the Parliament House website. PCO also provides bulk printed copies of introduced or republished Bills and vellums for assent by the Governor.

#### Government Bills and amendments in committee

This year 109 Government Bills were introduced. For reasons of confidentiality only those Bills introduced into Parliament or formally exposed were reported. However, at 30 June 2013 a number of Bills were completed but not proceeded with or were in the course of preparation.

Bills and amendments in committee required by the government were drafted in accordance with the government's parliamentary program.

	2008 –2009	2009 –2010	2010 –2011	2011 –2012	2012 –2013
<b>Bills introduced</b>	113	127	98	99	109
<b>Pages</b>	3,395	3,417	2,800	2,945	3,650
<b>Bills exposed</b>	5	6	3	2	6
<b>Pages</b>	278	340	139	86	423
<b>Amendments in committee</b>	69	121	96	59	67

**Cabinet Standing Committee on Legislation**

The Cabinet Standing Committee on Legislation streamlines the process of finalising and programming the introduction of government Bills. The Parliamentary Counsel attended 21 meetings of the committee and briefed it on the status of draft Bills.

**Non-government Bills and amendments in committee**

PCO continued to provide a drafting service for non-government Members of Parliament. PCO drafts non-government Bills and amendments in committee as requested. This is subject to the government's legislative priorities and the availability of resources, and in accordance with arrangements approved by the government.

	2008 –2009	2009 –2010	2010 –2011	2011 –2012	2012 –2013
<b>Non-government Bills introduced</b>	15	22	18	17	16
<b>Pages</b>	187	190	229	185	207
<b>Non-government amendments in committee</b>	193	141	180	384	231

**Statute Law Revision Program**

The Statute Law Revision Program has been an effective and economical means of making minor amendments and removing unnecessary laws. The program, which has run for almost 30 years, has three aspects:

- Making minor, non-controversial amendments, sponsored by ministers.
- Making amendments of a purely statute law revision nature, sponsored by PCO.
- Repealing Acts and instruments that are redundant or of no practical utility.

Two Statute Law Bills were introduced and passed. These Bills amended 162 Acts and instruments and repealed seven Acts and instruments.

**Australasian Parliamentary Counsel's Committee**

The Australasian Parliamentary Counsel's Committee consists of heads of the legislative drafting offices of all Australian jurisdictions and also of New Zealand. The NSW Parliamentary Counsel is the current secretary/chair. The committee provides a forum for: preparing uniform or complementary legislation; promoting consistent styles of legislation in Australia and New Zealand; and exchanging ideas. The committee met three times. Documents were increasingly exchanged electronically to deal with the growing demand for uniform or complementary legislation.

The committee also holds an annual IT Forum for drafting offices to exchange information on the development of legislative drafting and publishing systems, including the delivery of legislative information to the public. The NSW PCO was the host jurisdiction for the 2012–2013 IT Forum.

The NSW PCO maintains a website ([www.pcc.gov.au](http://www.pcc.gov.au)) relating to the work of the committee, including the protocol for the drafting of uniform legislation.

**Statutory instruments**

This excludes the Staged Repeal Program and Environmental Planning Instruments (EPIs).

PCO aims to draft and provide legal opinions on at least 70 per cent of statutory instruments within 20 working days. In 2012–2013, 83 per cent were completed within this target.

	2008 –2009	2009 –2010	2010 –2011	2011 –2012	2012 –2013
<b>Number completed by PCO</b>	714	656	761	639	724
<b>Percentage within 10 days or less</b>	58	56	57	61	63
<b>Percentage within 11–20 days</b>	23	19	21	21	20
<b>Percentage within 21–40 days</b>	10	14	14	15	12
<b>Percentage after 40 days</b>	9	11	9	4	5

The statutory instruments drafted by PCO include the Uniform Civil Procedure Rules and specific rules of court for the Supreme Court and other courts and tribunals.

PCO continued to operate the centralised scheme for notifying Parliament of regulations and other statutory instruments that require tabling. Under the scheme, PCO identifies and provides to Parliament those instruments that are required to be tabled in Parliament and which either House of Parliament may disallow.

## Staged Repeal of Subordinate Legislation Program

The *Subordinate Legislation Act 1989* provides for the staged repeal of statutory rules following the fifth anniversary of their date of publication. PCO manages this program including drafting new instruments made under the program. Stage 22 of the program was completed on 1 September 2012.

Instruments dealt with by stage 22	
TOTAL instruments dealt with under this stage	122
Instruments dealt with that were granted postponements of repeal in previous stages	80
Outcome of stage 22	
Instruments granted postponement of repeal in this stage by section 11 order	64
Instruments that had their staged repeal date extended by other amending legislation	6
Instruments repealed under the Act by a replacement instrument or under another Act	44
Number of new instruments drafted and made under this stage	41
Outcome of all stages since 1990	
Number of instruments as at 1.7.1990	976
Number of instruments as at 1.9.2012	345
Number of pages as at 1.7.1990	15,000
Number of pages as at 1.9.2012	7,740

## Environmental Planning Instruments

PCO drafts and provides legal opinions on EPIs before they are made under the *Environmental Planning and Assessment Act 1979*. The instruments consist of state environmental planning policies and local environmental plans.

PCO aims to draft and provide legal opinions on at least 70 per cent of EPIs within 20 working days. PCO continues to achieve turnaround times well above the established target, with 94 per cent of EPIs completed within 20 working days in 2012–2013.

	2008 —2009	2009 —2010	2010 —2011	2011 —2012	2012 —2013
Number completed by PCO	336	446	565	606	740
Percentage within 10 days or less	56	64	72	83	78
Percentage within 11–20 days	32	32	25	12	16
Percentage within 21–40 days	11	3	2	4	5
After 40 days	1	1	1	1	1

This year the rollout of new standard instrument local EPIs for each local government area continued at an increased pace.

	2009 —2010	2010 —2011	2011 —2012	2012 —2013
Number of principal standard instrument local EPIs officially made under section 33A	10	17	34	50
Number of other principal local EPIs officially made that reflect current standard instrument template	8	0	2	0

PCO provides a specialist service for checking and publishing maps, which includes details of land zonings, building heights, heritage areas and lot sizes on the NSW legislation website. New standard instrument local EPIs and many state environmental planning policies now use maps to provide most of the development controls for the land concerned. This provides the public and those engaged in planning with high quality, zoomable PDFs of current maps and point-in-time maps as development controls are changed. PCO processed 606 sets of maps, with an average of 25 maps per set.

## Legal and administrative advice

PCO provides advice to ministers and departments in the course of drafting legislation, including in connection with legislative proposals.

## Public access to law services

### Legislation website

PCO provides free access to an authoritative, up-to-date collection of NSW legislation through its legislation website [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au).

PCO undertakes an ongoing review of the website and makes improvements as resources allow. This year PCO provided a RSS service, which improved users' ability to monitor legislation changes. Improvements were also made to back-end processing of legislative data published on the website, enabling faster website

updates. Website usage is closely monitored. Statistics showed a sustained increase in the site's use of approximately 30 per cent from October 2012 (now averaging 457,330 hits per day). This rise follows the introduction of: RSS feeds; a range of information tables; and Bills information pages.

The legislation website now delivers the following features:

- Dynamic up-to-date collection of NSW Acts and subordinate legislation, including EPIs. This collection in HTML is authorised under the *Interpretation Act 1987* as correct.
- Official online notification of the making of new statutory instruments, including EPIs.
- Superseded and repealed versions of legislation to provide point in time access and searches (also authorised in HTML).
- Static archival collection of Acts dating back to 1824 and a range of subordinate legislation.
- Consultation drafts of Bills and copies of Bills (including explanatory notes) at all stages of the parliamentary process and amendments in committee.
- Information tables about legislation.
- RSS feeds for users to monitor legislation.

### Legislation database

The NSW legislation website provides public access to the legislation database, which is compiled in conjunction with PCO's publishing activities. NSW Acts and principal statutory instruments, including EPIs, are captured on a systematic basis, updated when amended and stored in Standard Generalised Markup Language (SGML) format. All superseded versions are preserved to provide a point-in-time repository.

The following current, historical and repealed SGML versions were maintained:

- over 12,300 versions of Acts
- over 6,400 versions of statutory instruments (excluding EPIs)
- over 4,100 versions of EPIs.

PCO continued to make source data from the database available to government departments, commercial publishers, the Australasian Legal Information Institute (AustLII) and the Judicial Commission in XML format.

PCO aims to capture all new Acts and instruments in SGML, and update Acts and instruments when amended, within three working days. Over 99 per cent of updates were completed within this turnaround time. The few exceptions were during periods where the target was impracticable due to the very large volume of legislation updated.

	2008 —2009	2009 —2010	2010 —2011	2011 —2012	2012 —2013
<b>New Acts captured</b>	146	127	101	99	98
<b>New principal statutory instruments and EPIs captured</b>	89	86	118	78	114
<b>Amendments incorporated</b> (creating a new version)	1,777	1,997	1,313	1,325	1,409
<b>Other updates made</b>	2,381	2,650	2,224	2,236	2,236

The SGML collection (including In Force PDFs) represents 19.6 gigabytes of data.

### Official online notification of statutory instruments

PCO has provided official notification of the making of new statutory instruments on the NSW legislation website since 2009. Previously, these instruments were published in the printed NSW Government Gazette.

	2008 —2009	2009 —2010	2010 —2011	2011 —2012	2012 —2013
<b>Statutory instruments</b> (excluding EPIs)					
<b>Number officially made</b>	520	384	506	436	469
<b>Pages</b>	3,944	2,693	4,582	3,301	4,260
<b>EPIs</b>					
<b>Number officially made</b>	147	184	220	235	241
<b>Pages</b>	2,018	2,906	3,037	5,383	7,136

### Weekly email service and RSS feeds

In association with the online publication of instruments, PCO provides a weekly email service that lists and links instruments officially notified on the website and other legislation events (such as Bills introduced and passed).

As expected, the introduction of RSS feeds saw a decline in subscribers for the manually compiled email service, given the RSS feeds provide more timely information about legislation. Nevertheless, the email service continues to be popular with 3,249 subscribers.

### Legislation information service

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

	2008 –2009	2009 –2010	2010 –2011	2011 –2012	2012 –2013
Phone inquiries	1,240	1,807	1,661	1,858	1,835
Email inquiries	510	546	786	547	395

### General developments

In the years ahead, in addition to meeting the needs of the government's legislative agenda, PCO will need to manage the impact of proposed planning reforms on drafting and publishing workloads.

PCO aims to provide all drafting and publishing staff with skills and experience across all program areas to meet the varying peak periods for each drafting and publishing program. This requires a broad training program for staff, which includes specialist areas such as planning instrument drafting, database management and map checking. However, this year staff development and succession planning activities have been heavily impacted by historically low staff numbers, retirements and the need to accommodate flexible work practices, parental leave and other career breaks. A range of temporary and long-term plans have been implemented to address this challenge so PCO can continue to deliver a high standard of legislative drafting and publishing services into the future.

PCO runs a continuing professional development program for drafting staff who are barristers or solicitors. The NSW Bar Association and the Law Society of NSW have approved the program. The program involves drafting circulars and other relevant materials, and attendance at a range of in-house presentations and training sessions. In addition, individual drafters prepare and present papers at seminars and conferences.

PCO is also active in developing the legislative drafting profession internationally through: ongoing involvement in the Commonwealth Association of Legislative Counsel (with the NSW Parliamentary Counsel elected to the Governing Council of the Association in 2013); hosting visits from other jurisdictions; and training drafters from other jurisdictions through AusAid and other programs. This year PCO officers delivered presentations to the lawyers participating in the Legislative Drafting Capacity Building in East Africa program and hosted a lawyer from Botswana for a two-week placement as part of that program.

# CORPORATE GOVERNANCE

**DPC aims to operate as an efficient, credible and effective organisation. As a part of DPC, OEH and DLG information is also included where appropriate.**

This section outlines DPC's key corporate services and governance functions, and statutory reporting requirements such as:

- staffing, policies and practices
- equal employment opportunity
- Disability Action Plan
- multicultural policies and services
- Young Professionals Network (YPN)
- Aboriginal employment
- work health and safety
- industrial relations
- consumer response
- waste reduction and purchasing
- resource recovery
- corporate and essential services.

OEH provides a variety of corporate, essential and shared services to a range of Environment and Heritage Portfolio agencies. Agencies in the portfolio are: Centennial Park and Moore Park Trust; EPA; Heritage Council of NSW; Historic Houses Trust; Lord Howe Island Board; Parramatta Park Trust; Royal Botanic Gardens and Domain Trust; Taronga Conservation Society Australia; and Western Sydney Parklands Trust. For more information please refer to the individual annual reports for these agencies.

Information on OEH's key corporate and essential services and governance functions also cover the Environmental Trust as the trust's support staff is employed within OEH.

## **Staffing, policies and practices**

### **Policies and procedures**

DPC is committed to comply with legislative requirements and NSW public sector policies and procedures. The department regularly reviews, updates and develops new policies to improve its governance and performance. All departmental policies and procedures are available on the DPC intranet.

DPC undertook a gap analysis and review of its policies to help simplify and streamline policy content. The department will launch the updated policies during the second half of 2013.

### **Learning and development**

DPC is committed to developing its staff, and recognises the need to plan effectively for resourcing its future workforce.

DPC has developed a Workforce Plan that captures the department's approach to matching its workforce requirements to business objectives. The plan will enable DPC to have the right people in the right place to deliver successful outcomes for its internal and external stakeholders.

DPC has a strategic, comprehensive approach to learning and development and is committed to developing its people's careers. The department has an integrated approach to learning and development, linking its strategy to: the plan; career and talent initiatives; performance and feedback systems; and healthy and safe workplace initiatives.

DPC has also:

- Developed a broad learning platform and delivered or offered: skills based courses; formal studies; mentoring and coaching; and on the job learning that included projects and secondments.
- Created a new Learning and Development Framework and a Learning and Development Strategic Plan.
- Delivered (ongoing and compulsory) training programs such as a new Lunch'n'Learn program plus courses in: Plain English Writing; Critical Conversations and Feedback; and Combat Bullying: Call It Like It Is.
- Provided a range of courses for managers and staff about the changes to workers compensation legislation, and highlighted the key changes and new responsibilities under the *Workers Compensation Act*.
- Funded workshops covering a diverse range of areas like first aid, merit selection, job evaluation, Microsoft Office, complaint handling and driving careers.
- Assisted some staff financially to commence post graduate study to further develop their skills.

Staff at OEH and other Environment and Heritage Portfolio agencies also had access to a range of training programs.

For example OEH:

- Delivered career development training to approximately 1,100 staff.
- Implemented the Diploma of Project Management Course.
- Developed a comprehensive procurement training module as part of the procurement accreditation process.

### Human resources initiatives

DPC reviewed the department's Directions Statement 2012–2015 and reconfirmed its Areas of Focus for 2013–2014. The statement describes DPC's purpose and outlines how the department will contribute to delivering the government's objectives through its key areas of focus. The statement also articulates DPC's values, and the capabilities needed for the organisation to achieve its strategic directions.

DPC analysed key findings of a Staff Pulse Survey, which assessed how staff viewed their work, workplace and development opportunities. As a result, DPC implemented a range of initiatives and strategies to address these findings, and commit to investing in, and improving its people processes and systems.

OEH implemented the following human resources initiatives:

- Provided an Executive On-Boarding Program to new executives to equip them with a good understanding of OEH business.
- Delivered a Leading the Way leadership program helping managers to effectively implement change, develop horizontal senior leadership teams and enhance key behaviours aimed at achieving the target culture for OEH. The program finishes with a Leadership Clinic that assists leaders effectively use these behaviours in the workplace.
- Conducted further Knowledge Exchange Programs to capture knowledge from key experts within the agency and embed this information into business practices.
- Piloted and evaluated a formal mentoring program that will roll out at a later date.
- The OEH Workforce Planning unit supported OEH groups and divisions, along with other Environment and Heritage Portfolio agencies through its current organisational change, and with various organisational design initiatives.
- Made further enhancements to its Employee Self Service online system including: enhancing the online Work and Development Plan (WDP) function; introducing the ability to apply for accident leave online; and implementing a pilot of submitting and approving casual timesheets online, significantly reducing processing time and cost.

### Equal employment opportunity

DPC is committed to eliminating discrimination in employment, and promotes Equal Employment Opportunity (EEO) principles.

EEO statistical data for 2012–2013 (including DLG, but excluding OEH) indicates that the:

- Percentage of females (61.3 per cent) DPC employs continues to exceed the benchmark.
- Percentage of people with disability Requiring Work-Related Adjustment (2.4 per cent) exceeds the benchmark.
- Percentage of people from Aboriginal and Torres Strait Islander backgrounds (2.1 per cent) and people with English as a second language (16.1 per cent) was below the benchmark. DPC continues to drive initiatives that improve the department's outcomes, for example the Indigenous Cadetship Program and improved recruitment strategies to increase representation of these groups.

DPC's Equity and Diversity Committee supports and guides the implementation of relevant strategies, including those in the EEO Management Plan 2010–2013, the Disability Action Plan 2010–2013, the Aboriginal Employment Strategy 2010–2013 and the Multicultural Policies and Services Plan 2010–2013.

During 2012–2013 the committee:

- Met six times and developed a new and fresh approach to diversity and inclusion. To do this DPC delivered a range of training programs to heighten awareness of its staff in important areas like Aboriginal Cultural Awareness and Disability Awareness.
- Explored how to fully integrate equity and diversity into its key business activities, and engage more people in this work.
- Was involved in planning for the move to new premises in 2014 to ensure access issues were fully scoped, and equity and inclusion was part of DPC's regular planning discussions.

DPC celebrated major events during the year like the National Aboriginal Islander Day Observance Committee (NAIDOC) week and International Women's Day (IWD).

DLG recognised outstanding contributions and achievements made by women in DLG by:

- Hosting a morning tea to celebrate IWD and presenting female staff with relevant IWD awards.
- Supporting the Ministers' Awards for Women in Local Government.
- Hosting regular morning teas to provide female staff with opportunities to discuss topical issues and receive mentoring.

Each year OEH develops strategies to promote EEO, including Aboriginal cultural awareness training, employment programs, the Spokeswomen's Program and policies on ethical behaviour and conduct.

OEH is a major employer of Aboriginal and Torres Strait Islander staff, with 11 per cent of the OEH workforce in this EEO group as at 30 June 2013. This is more than four times the government target of 2.6 per cent Aboriginal and Torres Strait Islander employment.

## Disability Action Plan

In line with DPC's Disability Action Plan 2010–2013 the department ensured people with disability were included in all aspects of its operations and service deliveries.

To do this DPC:

- Provides workplace adjustment and flexible working arrangements for employees with disability.
- Ensures any workplace refurbishments are carried out in accordance with the Building Codes of Australia.
- Provides tools on its intranet to enhance employee awareness of options available to assist people with disability.
- Conducts disability awareness training sessions for staff.
- Celebrated the 2012 International Day of People with a Disability with a performance by the Special Olympics Dance Performance Group and an inspirational

speech from guest speaker Australian Country Music singer Amber Lawrence.

In the lead up to local government elections in September 2012, DLG encouraged people with disability to stand for election.

DLG also helped councils implement the National Disability Strategy NSW Implementation Plan 2012–2014 into local areas, and develop strategies to include more people with disability into their workforce through workforce planning resources.

OEH ensures that people with disability, their families and carers have the same opportunities as the rest of the community through its Disability Action Plan, which also includes the Royal Botanic Gardens and Domain Trust. The plan outlines actions to improve and make more accessible OEH's services, employment practices, workplace conditions and consultations.

As a result OEH continued:

- Enhancing accessibility in national parks, lookouts, picnic areas, tracks and camping grounds. OEH's website [www.environment.nsw.gov.au](http://www.environment.nsw.gov.au) publishes updated information on accessibility to NSW national parks and reserves across the state.
- Improving its approach to planning, customer service and organisational capacity and aims to help achieve positive outcomes for people with disability.
- Striving to increase opportunities for people with disability by providing support that meets their individual needs, and opportunities to achieve their potential.

## Multicultural policies and services

DPC supports the principles of multiculturalism as outlined in the *Community Relations Commission Principles of Multiculturalism Act 2000* and the *Multicultural Policies and Services Plan 2010–2013*.

The DPC Equity and Diversity Committee met regularly, and contributed to raising awareness about equity and diversity issues across the department. This included staff events such as Harmony Day.

In the lead up to local government elections in September 2012, DLG encouraged people from culturally and linguistically diverse backgrounds to stand for election. This work included:

- Candidate information seminars providing important information on the roles and responsibilities of a councillor so candidates could make informed decisions about standing for election.
- Publications (translated into 15 community languages) to encourage diverse candidates to stand for election including a candidate guide and brochures for

women, Aboriginal and Torres Strait Islanders and culturally and linguistically diverse communities.

A survey of candidates and councillors to understand the people standing for elections.

OEH pursued strategies and actions that align with the NSW Government-wide Multicultural Policies and Services Program.

For example:

- Activities in NPWS volunteering programs encouraged participation by the multicultural community in NSW. The NPWS Volunteer Grants Program provided seed funding to volunteer projects that engaged the community in activities benefiting both NPWS and the health and wellbeing of volunteers and their communities.
- OEH continued providing translated materials for key programs and services, access to accredited translator services on the Environment Line and the Information Centre, and continued promotion of the Community Language Allowance Scheme.

### Young Professionals Network

The DPC YPN provides opportunities for younger staff to be proactive about their professional development.

The group enabled staff to:

- develop cross-group connections
- exchange ideas and organisational knowledge
- keep each other informed about initiatives
- support each other in their growth and development.

A committee leads the YPN through an open engagement model and encourages young staff to work towards the network's purposes. DPC reviewed the Network's Terms of Reference, which led to Stephen Brady, Deputy Director General of SIPG, being nominated as an executive sponsor to assist the committee in its network leadership.

YPN held various events that included guest speaker addresses by DPC DG Chris Eccles and Customer Service Commissioner Michael Pratt. The network also held special forums about the Strategic Centre Initiative and a 'meet and greet' staff from the Office of the Premier.

The DPC and PSC YPNs worked together to establish the Young Public Service Leaders Network for all agency YPNs.

### Aboriginal employment

In line with DPC's Aboriginal Employment Strategy 2010–2013, the department aims to improve Aboriginal people's employment, access and workforce participation. DPC delivered successful Aboriginal and Torres Strait Islander cultural awareness training sessions to its staff, and employed two indigenous cadets under the NSW Government's Indigenous Cadetship Program.

### Work health and safety

DPC is committed to the health and safety of its workers and other people who do business with the department. The Health and Safety Committee (HSC) meets during the year and reviews the measures taken to ensure Work Health and Safety (WHS) practices are appropriate. The committee reports regularly to staff and the executive. The committee also reports quarterly to DPC's Audit and Risk Management Committee (ARMC).

As part of the Healthy Workforce Strategy, DPC continued to provide staff with influenza vaccinations and promote corporate gym memberships. DPC also sponsored participation in the JP Morgan Chase Corporate Challenge, City to Surf, Sydney to Gong Bike Ride, Lunch Time Soccer in the Domain and yoga classes.

There were five new workers' compensation claims, which represented a decrease of 70 per cent on 2011–2012. There were no specific trends in terms of the causation type.

As part of its audit program, DPC commissioned Deloitte Touche Tohmatsu Risk Services to audit workers' compensation and injury management. There was a decrease of 11 per cent in DPC's annual premium for workers compensation in 2012–2013.

OEH continued to implement its Health and Safety Strategy 2011–2013, which included the following programs:

- Safety leadership and risk management programs for senior management.
- Implementing new WHS legislation.
- Setting and reporting on specific indicators to drive the strategy.
- Internal, third party and self-auditing program.
- Safety incident investigation training.
- Expanding functionality of the online WHS information management system.

Performance continued to improve in lead and lag indicators. Overall injury rates, including lost time injuries, decreased over the period, and near miss reporting rates and investigation rates continued to improve.

## DPC claims and reports

The following claims and reports tables include DPC and DLG data, but exclude OEH.

### Compensation claims as at 30 June 2013

Year	Premiums paid	Claims lodged	Open claims
2007–2008	\$374,957	15	1
2008–2009	\$374,803	7	0
2009–2010	\$454,110	23	5
2010–2011	\$487,700	17	3
2011–2012	\$491,930	17	11
2012–2013	<b>\$437,498</b>	<b>7</b>	<b>14</b>

### Accidents and incidents reported

Cause type	Count
Slip/trip/fall at work	6
Slip/trip (journey)	3
Lifting	1
Cuts/burns	1
Driving/car related	3
Psychological	2
Other	7
<b>TOTAL</b>	<b>23</b>

This table does not include OEH data.

## OEH claims and reports

### Number of incidents, accidents and injuries reported

	2009 –2010	2010 –2011	2011 –2012	2012 –2013
OEH	762	931	1107	1218
EPA*	N/A	N/A	17	28

\* From 29 February 2012 to 30 June 2012.

### Number of workers' compensation claims made

	2009 –2010	2010 –2011	2011 –2012	2012 –2013
OEH	308	271	215	198
EPA*	N/A	N/A	0	5

\* From 29 February 2012 to 30 June 2012.

### Value of workers' compensation claims

	2009 –2010	2010 –2011	2011 –2012	2012 –2013
OEH	\$2,542,414	\$2,044,153	\$1,347,784	\$986,080
EPA*	N/A	N/A	\$0	\$30,530

\* From 29 February 2012 to 30 June 2012.

## Industrial relations

The Joint Consultative Committee (JCC) maintains joint workplace consultation between DPC and the Public Service Association (PSA). JCC ensures any matters that arise relating to changes to structures, processes or workplace issues are discussed and resolved efficiently and effectively. The committee also serves as a consultative body for revising and developing policies and staff training.

OEH Employee Relations played a significant role in the agency's realignment processes. Significant consultation and negotiation strategies helped minimise disputes while continuing to achieve organisational-wide objectives.

OEH took the lead role in determining the definition of a fire fighter under the amendments to the NSW Workers Compensation legislation.

OEH also continued to use its Respectful Workplace Policy as a major tool to resolve workplace grievance matters.

## Consumer response

OEH continued its commitment to handling public feedback and complaints courteously, efficiently and equitably. More information is available at [www.environment.nsw.gov.au](http://www.environment.nsw.gov.au).

OEH received nine significant complaints. These included allegations of unethical conduct, corrupt conduct, and other complaints referred by the NSW Ombudsman's office. Three of these complaints were finalised during the year. In dealing with probity complaints, changes to some management systems, procedures, and programs were implemented.

## Customer response and assistance to the public

Throughout the year, DLG processed 1,068 complaints about councils and received 64 informal allegations of breaches of the pecuniary interest provisions of the *Local Government Act 1993*. A further two complaints met the requirements set out for a formal pecuniary interest complaint (one pecuniary interest investigation was commenced). DLG commenced seven misbehaviour investigations.

## Premier and Director General correspondence

Source	Recipient		
	Premier	DG	TOTAL
Government ministers	558	50	608
Government department/agency	441	784	1,225
Members of Parliament	685	7	692
Organisations/general public*	108,375	789	109,164
<b>TOTAL</b>	<b>110,059</b>	<b>1,630</b>	<b>111,689</b>

\* Includes approx 69,008 campaign items.

## Guarantee of service

DLG continues to receive a high volume of correspondence due to community interest in local government issues.

DLG processed 3,808 items of departmental correspondence (down from 4,720 in 2011–2012), and 3,451 items of ministerial correspondence (down from 3,953 in 2011–2012).

## DLG correspondence

Service quality measure	2012 –2013 Target	2012 –2013 Actual	2013 –2014 Target
Departmental correspondence answered within 4 weeks	70%	76%	70%
Land acquisition applications determined within 90 days	100%	98%	100%
Applications to grant estates over community land assessed within 60 days	100%	100%	100%
Annual accounts extension applications determined within 21 days	100%	100%	100%

## Waste reduction and purchasing

To reduce waste and increase purchasing of recycled content materials, DPC continued implementing the government's Waste Reduction and Purchasing Policy (WRAPP).

The policy forms part of the government's Sustainability Policy, which sets targets for sustainable resource use, and the disposal and procurement across energy, water, fleet and waste. OEH coordinates the policy across government.

DPC worked with OEH to review the policy, which is planned for release in the second half of 2013 as the Government Resource Efficiency Policy.

In keeping with WRAPP, OEH continued:

- A composting system and vegetable garden jointly managed by staff in the Queanbeyan office.
- A food waste collection system in the Goulburn St (Sydney) office.
- Paper, cardboard, commingled and toner recycling systems at all large offices and many regional offices.
- Collecting comingled recyclable material from public recycling bins in national parks.
- Purchasing office copy paper with minimum 50 per cent recycled content, and, where suitable, ensuring publications are printed on recycled-content paper.

OEH also:

- Implemented comprehensive waste management systems at its Sydney, Parramatta and Queanbeyan offices.
- Undertook targeted office refurbishment and landscaping projects that included reuse and/or recycling of equipment and materials to minimise waste to landfill.
- Recycled vegetation waste, timber and a large percentage of bricks and glass.
- Reused a significant proportion of virgin natural material taken from excavation sites to maintain fire trails and some walking tracks in national parks.
- Used recycled concrete for road works in place of quarried material.
- Promoted non-paper publication of guidance material and other documents.
- Reduced the amount of paper waste produced.
- Trialled an Electronic Document and Records Management System (EDRMS).

DPC and DLG use document scanning and electronic workflows in EDRMS. Wherever possible electronic documents are used to eliminate paper based files. EDRMS supports full electronic workflows and approvals, reducing the need for printed copies.

DLG fully implemented the workflows within its business operations and DPC is in the process of introducing this technology. Staff are encouraged to minimise printing, with double-sided printing defaulted and electronic publishing used as much as possible. DPC commenced a digitising paper records project, which will continue into the new financial year.

Whenever possible DPC and DLG purchase copy paper that contains at least 80 per cent recycled content. DLG consumed approximately 900 A4 reams of paper, which is a decrease from 1,100 in 2011–2012.

DPC encourages staff to dispose general office rubbish directly into recyclable and non-recyclable bins placed in kitchen areas. Waste recyclable stations are maintained on every DPC floor in Bligh House and disposal protocols are maintained on all DPC floors in Governor Macquarie Tower.

DLG also maintains waste recycling in its kitchens and office accommodation to capture recyclable material.

### Resource recovery

Under formal government procurement contract arrangements DPC:

- returned 127 printers, multifunction devices and monitors to HP
- sent 111 Blackberry smart phones and mobile devices to sustainable resources recovery and recycling waste management company SITA for recycling
- recycled 107 redundant desktop computers and peripherals through not-for-profit social enterprise WorkVentures.

DPC utilises electronic procurement tools with access to Smartbuy through its procurement service provider ServiceFirst. DPC also works with ServiceFirst to develop procurement guidelines for the purchase of recycled content items.

Accommodation projects prioritise the re-use and recycling of building and workstation components when possible.

# **DPC FINANCIAL STATEMENTS**

**For the year ended  
30 June 2013**



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

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

- a) The accompanying financial statements in respect of the year ended 30 June 2013 have been prepared in accordance with applicable Australian Accounting Standards, the provisions of the *Public Finance and Audit Act 1983*, applicable clauses of the Public Finance and Audit Regulation 2010 and the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies:
- b) The statements exhibit a true and fair view of the financial position of the Department of Premier and Cabinet as at 30 June 2013, and transactions for the year then ended; and
- c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

  
Chris Eccles  
Director General

13/9/13



## INDEPENDENT AUDITOR'S REPORT

### Department of Premier and Cabinet

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Department of Premier and Cabinet (the Department), which comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

### Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2013, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

### The Director-General's Responsibility for the Financial Statements

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

### Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

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

## Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and relevant ethical pronouncements. The PF&A Act further promotes independence by:

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



A T Whitfield  
Deputy Auditor-General

19 September 2013  
SYDNEY

# DPC STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2013

		Actual	Budget	Actual
	Notes	2013 \$'000	2013 \$'000	2012 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related expenses	2 (a)	498,571	486,701	528,339
Other operating expenses	2 (b)	337,299	325,058	298,680
Depreciation and amortisation	2 (c)	100,348	94,339	78,124
Grants and subsidies	2 (d)	420,825	743,348	406,188
Finance costs	2 (e)	10,488	16,859	4,747
Other expenses	—	—	3,283	—
<b>TOTAL expenses excluding losses</b>		<b>1,367,531</b>	<b>1,669,588</b>	<b>1,316,078</b>
<b>Revenue</b>				
Recurrent appropriations	3 (a)	684,211	943,515	640,326
Capital appropriations	3 (a)	37,556	39,385	36,996
Sale of goods and services	3 (b)	50,647	111,532	51,932
Investment revenue	3 (c)	24,684	5,898	34,710
Retained taxes, fees and fines	3 (d)	35,584	9,169	35,211
Grants and contributions	3 (e)	391,902	381,332	259,847
Personnel services	3 (f)	54,351	—	80,025
Acceptance by the Crown Entity of employee benefits and other liabilities	3 (g)	15,908	30,986	39,082
Other revenue	3 (h)	36,044	32,965	10,850
<b>TOTAL revenue</b>		<b>1,330,887</b>	<b>1,554,782</b>	<b>1,188,979</b>
Gain/(loss) on disposal	4	(1,816)	(840)	(2,261)
Other gains/(losses)	5	(6,858)	(100)	(71)
<b>Net result</b>	<b>—</b>	<b>(45,318)</b>	<b>(115,746)</b>	<b>(129,431)</b>
<b>Other comprehensive income</b>				
Net increase/(decrease) in property, plant and equipment asset revaluation reserve		88,020	—	369,430
<b>TOTAL other comprehensive income</b>		<b>88,020</b>	<b>—</b>	<b>369,430</b>
<b>TOTAL comprehensive income</b>		<b>42,702</b>	<b>(115,746)</b>	<b>239,999</b>

# DPC STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2013

		Actual	Budget	Actual
	Notes	2013 \$'000	2013 \$'000	2012 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	9	314,133	125,782	233,020
Receivables	10	69,424	58,631	48,446
Inventories	11	707	736	667
Other financial assets	12	16	45	16
Other	—	—	600	—
Non-current assets held for sale	13	—	—	277
<b>TOTAL current assets</b>		<b>384,280</b>	<b>185,794</b>	<b>282,426</b>
<b>Non-current assets</b>				
Receivables	10	—	61	—
Property plant and equipment	14	—	—	—
Land and buildings		2,223,906	2,166,890	2,226,782
Plant and equipment		77,001	83,247	78,339
Infrastructure systems		1,417,350	1,001,610	1,371,315
<b>TOTAL property, plant equipment</b>		<b>3,718,257</b>	<b>3,251,747</b>	<b>3,676,436</b>
Intangible assets	15	178,899	177,967	186,185
<b>TOTAL non-current assets</b>		<b>3,897,156</b>	<b>3,429,775</b>	<b>3,862,621</b>
<b>TOTAL assets</b>		<b>4,281,436</b>	<b>3,615,569</b>	<b>4,145,047</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Payables	17	146,110	56,668	142,559
Borrowings	18	33,041	—	—
Provisions	19	56,322	66,738	58,675
Other	20	8,561	3,060	10,580
<b>TOTAL current liabilities</b>		<b>244,034</b>	<b>126,466</b>	<b>211,814</b>
<b>Non-current liabilities</b>				
Borrowings	18	264,648	168,053	192,292
Provisions	19	14,332	37,117	12,744
Other	20	—	10,315	—
<b>TOTAL non-current liabilities</b>		<b>278,980</b>	<b>215,485</b>	<b>205,036</b>
<b>TOTAL liabilities</b>		<b>523,014</b>	<b>341,951</b>	<b>416,850</b>
<b>Net assets</b>		<b>3,758,422</b>	<b>3,273,618</b>	<b>3,728,197</b>
<b>Equity</b>				
Reserves		472,354	1,553,308	384,334
Accumulated funds		3,286,068	1,720,310	3,343,863
<b>TOTAL equity</b>		<b>3,758,422</b>	<b>3,273,618</b>	<b>3,728,197</b>

# DPC STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2013

	Notes	Accumulated funds \$'000	Asset revaluation reserve \$'000	TOTAL \$'000
<b>Balance at 1 July 2012</b>		<b>3,343,863</b>	<b>384,334</b>	<b>3,728,197</b>
Net result for the year		(45,318)	—	(45,318)
<b>Other comprehensive income</b>				
Net increase/(decrease) in property, plant and equipment		—	88,020	88,020
<b>TOTAL other comprehensive income</b>		<b>—</b>	<b>88,020</b>	<b>88,020</b>
<b>TOTAL comprehensive income for the year</b>		<b>(45,318)</b>	<b>88,020</b>	<b>42,702</b>
Transaction with owners in their capacity as owners				
Increase/(decrease) in net assets from equity transfers	21	(12,477)	—	(12,477)
<b>Balance at 30 June 2013</b>		<b>3,286,068</b>	<b>472,354</b>	<b>3,758,422</b>

	Notes	Accumulated funds \$'000	Asset revaluation surplus \$'000	TOTAL \$'000
<b>Balance at 1 July 2011</b>		<b>3,479,442</b>	<b>14,904</b>	<b>3,494,346</b>
Net result for the year		(129,431)	—	(129,431)
<b>Other comprehensive income</b>				
Net increase/(decrease) in property, plant and equipment		—	369,430	369,430
<b>TOTAL other comprehensive income</b>		<b>—</b>	<b>369,430</b>	<b>369,430</b>
<b>TOTAL comprehensive income for the year</b>		<b>(129,431)</b>	<b>369,430</b>	<b>239,999</b>
Transaction with owners in their capacity as owners				
Increase/(decrease) in net assets from equity transfers	21	(6,148)	—	(6,148)
<b>Balance at 30 June 2012</b>		<b>3,343,863</b>	<b>384,334</b>	<b>3,728,197</b>

# DPC STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2013

		Actual	Budget	Actual
	Notes	2013 \$'000	2013 \$'000	2012 \$'000
<b>Cash flows from operating activities</b>				
<b>Payments</b>				
Employee related		(496,523)	(455,755)	(488,308)
Grants and subsidies		(343,228)	(743,348)	(457,236)
Finance costs		—	(3,298)	—
Other		(486,087)	(332,396)	(335,068)
<b>TOTAL payments</b>		<b>(1,325,838)</b>	<b>(1,534,797)</b>	<b>(1,280,612)</b>
<b>Receipts</b>				
Recurrent appropriation		680,806	943,515	640,648
Capital appropriation (excluding equity appropriation)		38,335	39,385	36,996
Sale of goods and services		68,082	131,856	50,649
Interest received		10,913	5,898	15,822
Retained taxes, fees and fines		35,585	—	35,212
Grants and contributions		370,915	321,652	244,213
Cash reimbursements from the Crown Entity		10,647	—	8,218
Personnel Services		54,355	—	80,383
Other		75,457	111,508	66,594
<b>TOTAL receipts</b>		<b>1,345,095</b>	<b>1,553,814</b>	<b>1,178,735</b>
<b>Net cash flows from operating activities</b>	<b>25</b>	<b>19,257</b>	<b>19,017</b>	<b>(101,877)</b>
<b>Cash flows from investing activities</b>				
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems		1,606	995	2,530
Purchases of land and buildings, plant and equipment and infrastructure systems		(46,190)	(45,045)	(52,694)
Purchase of intangibles		(9,762)	—	(15,469)
Other		—	(5,116)	—
<b>Net cash flows from investing activities</b>		<b>(54,346)</b>	<b>(49,166)</b>	<b>(65,633)</b>
<b>Cash flows from financing activities</b>				
Proceeds from borrowings and advances		116,202	51,220	126,960
Repayment of borrowings and advances		—	(669)	—
<b>Net cash flows from financing activities</b>		<b>116,202</b>	<b>50,551</b>	<b>126,960</b>
<b>Net increase (decrease) in cash</b>		<b>81,113</b>	<b>20,402</b>	<b>(40,550)</b>
Opening cash and cash equivalents		233,020	105,380	278,910
Cash transferred in (out) as a result of administrative restructuring		—	—	(5,340)
<b>Closing cash and cash equivalents</b>	<b>9</b>	<b>314,133</b>	<b>125,782</b>	<b>233,020</b>

# DPC SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## STATEMENT OF COMPREHENSIVE INCOME

Consolidated	Service group 1		Service group 2		Service group 3		Service group 4	
	NSW 2011 Plan Leadership and Support *	NSW 2012 Plan Leadership and Support *	Delivery and Implementation Group *	Delivery and Implementation Group *	Services and Capabilities Improvement *	Services and Capabilities Improvement *	Policy Support *	Policy Support *
Expenses and income	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Expenses excluding losses</b>								
Operating expenses								
Employee related expenses	3,918	3,257	10,109	13,108	2,442	2	19,685	19,839
Other operating expenses	2,472	1,196	4,813	11,345	555	1,309	7,493	7,057
Depreciation and amortisation	132	35	314	208	66	—	1,030	1,106
Grants and subsidies	—	—	—	5,900	—	260	121	1,480
Finance costs	5	—	12	—	2	—	22	—
Other expenses	—	—	—	—	—	—	—	—
<b>TOTAL expenses excluding losses</b>	<b>6,527</b>	<b>4,488</b>	<b>15,248</b>	<b>30,561</b>	<b>3,065</b>	<b>3,927</b>	<b>28,351</b>	<b>29,482</b>
<b>Revenue</b>								
Recurrent appropriations	—	—	—	—	—	—	—	—
Capital appropriations	—	—	—	—	—	—	—	—
Retained fees and fines	—	—	—	—	—	—	—	—
Sale of goods and services	—	—	255	349	—	—	312	292
Investment revenue	2	—	8	—	1	—	10	—
Personnel services	—	—	—	—	—	—	—	—
Grants and contributions	—	—	458	286	—	—	—	—
Acceptance by the Crown Entity of employee benefits and other liabilities	169	187	296	715	72	156	800	1,127
Other revenue	—	—	—	—	—	—	—	—
<b>TOTAL revenue</b>	<b>171</b>	<b>187</b>	<b>1,017</b>	<b>1,350</b>	<b>73</b>	<b>156</b>	<b>1,122</b>	<b>1,419</b>
Gain/(loss) on disposal	(1)	—	(45)	(1)	—	—	(3)	—
Other gains/(losses)	—	—	—	—	—	—	—	—
<b>Net Result</b>	<b>(6,357)</b>	<b>(4,301)</b>	<b>(14,276)</b>	<b>(29,212)</b>	<b>(2,992)</b>	<b>(3,771)</b>	<b>(27,232)</b>	<b>(28,063)</b>
<b>Other comprehensive income</b>								
Increase/(decrease) in assets revaluation reserve	—	—	—	—	—	—	—	—
<b>TOTAL other comprehensive income</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>TOTAL comprehensive income</b>	<b>(6,357)</b>	<b>(4,301)</b>	<b>(14,276)</b>	<b>(29,212)</b>	<b>(2,992)</b>	<b>(3,771)</b>	<b>(27,232)</b>	<b>(28,063)</b>

\* The purpose each service group is summarised in note 8.

# DPC SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## STATEMENT OF COMPREHENSIVE INCOME – CONT'D

Consolidated	Service group 5		Service group 6		Service group 7		Service group 8	
	Administrative Support for Government *		Communications and Advertising *		Capacity Building, Oversight and Provision of Advice for Local Government *		Pensioner Rebate Scheme *	
Expenses and income	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Expenses excluding losses</b>								
Operating expenses								
Employee related expenses	55,824	61,439	3,368	3,120	7,848	9,069	—	—
Other operating expenses	46,456	47,910	11,215	7,822	6,678	3,634	—	—
Depreciation and amortisation	2,421	2,321	262	35	132	313	—	—
Grants and subsidies	25,909	2,070	—	—	1,640	18	78,301	79,523
Finance costs	92	—	10	—	8	—	—	—
Other expenses	—	—	—	—	—	—	—	—
<b>TOTAL expenses excluding losses</b>	<b>130,702</b>	<b>113,740</b>	<b>14,855</b>	<b>10,977</b>	<b>16,306</b>	<b>13,034</b>	<b>78,301</b>	<b>79,523</b>
<b>Revenue</b>								
Recurrent appropriations	—	—	—	—	—	—	—	—
Capital appropriations	—	—	—	—	—	—	—	—
Retained fees and fines	—	—	—	—	—	—	—	—
Sale of goods and services	1,175	1,858	7,428	8,030	—	23	—	—
Investment revenue	1,346	—	69	—	—	1,690	—	—
Personnel services	—	—	—	—	—	—	—	—
Grants and contributions	3,271	2,332	—	—	725	—	—	—
Acceptance by the Crown Entity of employee benefits and other liabilities	1,281	2,040	49	167	337	638	—	—
Other revenue	—	—	—	—	—	—	—	—
<b>TOTAL revenue</b>	<b>7,073</b>	<b>6,230</b>	<b>7,546</b>	<b>8,197</b>	<b>1,062</b>	<b>2,351</b>	<b>—</b>	<b>—</b>
Gain/(loss) on disposal	(37)	(56)	(2)	—	(2)	—	—	—
Other gains/(losses)	—	—	—	—	—	—	—	—
<b>Net Result</b>	<b>(123,666)</b>	<b>(107,566)</b>	<b>(7,311)</b>	<b>(2,780)</b>	<b>(15,246)</b>	<b>(10,683)</b>	<b>(78,301)</b>	<b>(79,523)</b>
<b>Other Comprehensive Income</b>								
Increase/(decrease) in assets revaluation reserve	—	—	—	—	—	—	—	—
<b>TOTAL other comprehensive income</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>TOTAL comprehensive income</b>	<b>(123,666)</b>	<b>(107,566)</b>	<b>(7,311)</b>	<b>(2,780)</b>	<b>(15,246)</b>	<b>(10,683)</b>	<b>(78,301)</b>	<b>(79,523)</b>

\* The purpose each service group is summarised in note 8.

# DPC SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## STATEMENT OF COMPREHENSIVE INCOME – CONT'D

	Service group 9		Service group 10		Service group 11		Service group 12	
Consolidated	Companion Animals Program *		Service NSW *		National Parks and Wildlife *		Regional Operations and Heritage *	
Expenses and income	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Expenses excluding losses</b>								
Operating expenses								
Employee related expenses	594	429	13,729	—	210,123	224,264	76,299	95,808
Other operating expenses	4,627	7,586	18,481	—	151,088	132,880	71,104	65,625
Depreciation and amortisation	6	—	—	—	84,516	61,218	3,769	4,817
Grants and subsidies	—	442	17,257	—	13,243	12,355	282,701	302,867
Finance costs	—	—	—	—	3,213	3,045	7,124	1,702
Other expenses	—	—	—	—	—	—	—	—
<b>TOTAL expenses excluding losses</b>	<b>5,227</b>	<b>8,457</b>	<b>49,467</b>	<b>—</b>	<b>462,183</b>	<b>433,762</b>	<b>440,997</b>	<b>470,819</b>
<b>Revenue</b>								
Recurrent appropriations	—	—	—	—	—	—	—	—
Capital appropriations	—	—	—	—	21,867	21,535	9,417	9,275
Retained fees and fines	6,068	6,156	—	—	2,414	15,715	7,319	10,644
Sale of goods and services	—	—	—	—	37,099	37,012	4,355	4,287
Investment revenue	122	489	—	—	18,419	23,759	4,242	8,100
Personnel services	—	—	—	—	—	—	—	—
Grants and contributions	—	—	42,650	—	28,929	44,420	297,300	203,116
Acceptance by the Crown Entity of employee benefits and other liabilities	36	18	47	—	—	—	—	—
Other revenue	—	—	—	—	27,792	7,349	3,859	3,015
<b>TOTAL revenue</b>	<b>6,226</b>	<b>6,663</b>	<b>42,697</b>	<b>—</b>	<b>136,520</b>	<b>149,790</b>	<b>326,492</b>	<b>238,437</b>
Gain/(loss) on disposal	—	—	(4)	—	(1,422)	(2,070)	(14)	(109)
Other gains/(losses)	—	—	—	—	(3,569)	—	(3,282)	—
<b>Net result</b>	<b>999</b>	<b>(1,794)</b>	<b>(6,774)</b>	<b>—</b>	<b>(330,654)</b>	<b>(286,042)</b>	<b>(117,801)</b>	<b>(232,491)</b>
<b>Other comprehensive income</b>								
Increase/(decrease) in assets revaluation reserve	—	—	—	—	—	—	—	—
<b>TOTAL other comprehensive income</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>TOTAL comprehensive income</b>	<b>999</b>	<b>(1,794)</b>	<b>(6,774)</b>	<b>—</b>	<b>(330,654)</b>	<b>(286,042)</b>	<b>(117,801)</b>	<b>(232,491)</b>

\* The purpose each service group is summarised in note 8.

# DPC SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## STATEMENT OF COMPREHENSIVE INCOME – CONT'D

Consolidated	Service group 13		Not attributable		TOTAL	
	Policy and Science *		**		2013	2012
Expenses and income	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Expenses excluding losses</b>						
Operating expenses						
Employee related expenses	39,427	41,952	55,205	53,696	498,571	528,339
Other operating expenses	12,317	12,316	—	—	337,299	298,680
Depreciation and amortisation	7,700	8,071	—	—	100,348	78,124
Grants and subsidies	1,653	1,273	—	—	420,825	406,188
Finance costs	—	—	—	—	10,488	4,747
Other expenses	—	—	—	—	—	—
<b>TOTAL expenses excluding losses</b>	<b>61,097</b>	<b>63,612</b>	<b>55,205</b>	<b>53,696</b>	<b>1,367,531</b>	<b>1,316,078</b>
<b>Revenue</b>						
Recurrent appropriations	—	—	684,211	640,326	684,211	640,326
Capital appropriations	4,133	4,070	2,139	2,116	37,556	36,996
Retained fees and fines	5,403	2,696	14,380	—	35,584	35,211
Sale of goods and services	23	81	—	—	50,647	51,932
Investment revenue	465	672	—	—	24,684	34,710
Personnel services	—	—	54,351	80,025	54,351	80,025
Grants and contributions	8,141	9,693	10,428	—	391,902	259,847
Acceptance by the Crown Entity of employee benefits and other liabilities	—	—	12,821	34,034	15,908	39,082
Other revenue	229	486	4,164	—	36,044	10,850
<b>TOTAL revenue</b>	<b>18,394</b>	<b>17,698</b>	<b>782,494</b>	<b>756,501</b>	<b>1,330,887</b>	<b>1,188,979</b>
Gain/(loss) on disposal	(286)	(96)	—	—	(1,816)	(2,332)
Other gains/(losses)	(7)	—	—	—	(6,858)	—
<b>Net result</b>	<b>(42,996)</b>	<b>(46,010)</b>	<b>727,289</b>	<b>702,805</b>	<b>(45,318)</b>	<b>(129,431)</b>
<b>Other comprehensive income</b>						
Increase/(decrease) in assets revaluation reserve	—	—	88,020	369,430	88,020	369,430
<b>TOTAL other comprehensive income</b>	<b>—</b>	<b>—</b>	<b>88,020</b>	<b>369,430</b>	<b>88,020</b>	<b>369,430</b>
<b>TOTAL comprehensive income</b>	<b>(42,996)</b>	<b>(46,010)</b>	<b>815,309</b>	<b>1,072,235</b>	<b>42,702</b>	<b>239,999</b>

\* The purpose each service group is summarised in note 8.

\*\* Appropriations are made on an entity basis and not to individual service groups. Consequently, appropriations must be included in the 'not attributable' column. Cluster grant funding is also unlikely to be attributable to individual service groups.

# DPC SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## STATEMENT OF FINANCIAL POSITION

Consolidated	Service group 1		Service group 2		Service group 3		Service group 4	
	NSW 2011 Plan Leadership and Support *		Delivery and Implementation Group *		Services and Capabilities Improvement *		Policy Support *	
Assets & liabilities	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Current assets</b>								
Cash and cash equivalents	—	—	—	—	—	—	—	—
Receivables	1,077	170	5,019	776	194	86	3,758	929
Inventories	—	—	—	—	—	—	—	—
Other financial assets	—	—	—	—	—	—	—	—
Non-current assets held for sale	—	—	—	—	—	—	—	—
<b>TOTAL current assets</b>	<b>1,077</b>	<b>170</b>	<b>5,019</b>	<b>776</b>	<b>194</b>	<b>86</b>	<b>3,758</b>	<b>929</b>
<b>Non-current assets</b>								
Property plant and equipment	18	22	430	682	50	79	2,922	1,861
Intangible assets	—	—	—	—	388	—	500	580
<b>TOTAL non-current assets</b>	<b>18</b>	<b>22</b>	<b>430</b>	<b>682</b>	<b>438</b>	<b>79</b>	<b>3,422</b>	<b>2,441</b>
<b>TOTAL assets</b>	<b>1,095</b>	<b>192</b>	<b>5,449</b>	<b>1,458</b>	<b>632</b>	<b>165</b>	<b>7,180</b>	<b>3,370</b>
<b>Current liabilities</b>								
Payables	926	264	6,299	4,457	859	315	3,110	1,600
Borrowings	—	—	—	—	—	—	—	—
Provisions	348	349	1,158	1,163	682	720	1,870	1,877
Other	21	21	86	86	14	14	129	129
<b>TOTAL current liabilities</b>	<b>1,295</b>	<b>634</b>	<b>7,543</b>	<b>5,706</b>	<b>1,555</b>	<b>1,049</b>	<b>5,109</b>	<b>3,606</b>
<b>Non-current liabilities</b>								
Borrowings	—	—	—	—	—	—	—	—
Provisions	176	176	719	719	135	135	1,321	1,074
<b>TOTAL non-current liabilities</b>	<b>176</b>	<b>176</b>	<b>719</b>	<b>719</b>	<b>135</b>	<b>135</b>	<b>1,321</b>	<b>1,074</b>
<b>TOTAL liabilities</b>	<b>1,471</b>	<b>810</b>	<b>8,262</b>	<b>6,425</b>	<b>1,690</b>	<b>1,184</b>	<b>6,430</b>	<b>4,680</b>
<b>Net assets</b>	<b>(376)</b>	<b>(618)</b>	<b>(2,813)</b>	<b>(4,967)</b>	<b>(1,058)</b>	<b>(1,019)</b>	<b>750</b>	<b>(1,310)</b>

\* The purpose each service group is summarised in note 8.

# DPC SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## STATEMENT OF FINANCIAL POSITION – CONT'D

Consolidated	Service group 5		Service group 6		Service group 7		Service group 8	
	Administrative Support for Government *		Communications and Advertising *		Capacity Building, Oversight and Provision of Advice for Local Government *		Pensioner Rebate Scheme *	
Assets & liabilities	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Current assets</b>								
Cash and cash equivalents	—	—	—	—	—	—	—	—
Receivables	6,508	2,760	1,984	2,070	474	511	—	—
Inventories	—	—	—	—	—	—	—	—
Other financial assets	—	—	—	—	—	—	—	—
Non-current assets held for sale	—	—	—	—	—	—	—	—
<b>TOTAL current assets</b>	<b>6,508</b>	<b>2,760</b>	<b>1,984</b>	<b>2,070</b>	<b>474</b>	<b>511</b>	<b>—</b>	<b>—</b>
<b>Non-current assets</b>								
Property plant and equipment	3,987	5,994	7	29	178	448	—	—
Intangible assets	838	1,608	—	—	99	53	—	—
<b>TOTAL non-current assets</b>	<b>4,825</b>	<b>7,602</b>	<b>7</b>	<b>29</b>	<b>277</b>	<b>501</b>	<b>—</b>	<b>—</b>
<b>TOTAL assets</b>	<b>11,333</b>	<b>10,362</b>	<b>1,991</b>	<b>2,099</b>	<b>751</b>	<b>1,012</b>	<b>—</b>	<b>—</b>
<b>Current liabilities</b>								
Payables	21,521	5,169	3,818	403	7,486	926	—	—
Borrowings	—	—	—	—	—	—	—	—
Provisions	5,589	5,411	342	343	876	966	—	—
Other	338	423	55	57	57	57	—	—
<b>TOTAL current liabilities</b>	<b>27,448</b>	<b>11,003</b>	<b>4,215</b>	<b>803</b>	<b>8,419</b>	<b>1,949</b>	<b>—</b>	<b>—</b>
<b>Non-current liabilities</b>								
Borrowings	—	—	—	—	—	—	—	—
Provisions	3,122	3,180	175	175	811	466	—	—
<b>TOTAL non-current liabilities</b>	<b>3,122</b>	<b>3,180</b>	<b>175</b>	<b>175</b>	<b>811</b>	<b>466</b>	<b>—</b>	<b>—</b>
<b>TOTAL liabilities</b>	<b>30,570</b>	<b>14,183</b>	<b>4,390</b>	<b>978</b>	<b>9,230</b>	<b>2,415</b>	<b>—</b>	<b>—</b>
<b>Net assets</b>	<b>(19,237)</b>	<b>(3,821)</b>	<b>(2,399)</b>	<b>1,121</b>	<b>(8,479)</b>	<b>(1,403)</b>	<b>—</b>	<b>—</b>

\* The purpose each service group is summarised in note 8.

# DPC SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## STATEMENT OF FINANCIAL POSITION – CONT'D

Consolidated	Service group 9		Service group 10		Service group 11		Service group 12	
	Companion Animals Program *		Service NSW *		National Parks and Wildlife *		Regional Operations and Heritage *	
Assets & liabilities	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Current assets</b>								
Cash and cash equivalents	—	—	—	—	80,120	75,213	157,921	106,564
Receivables	1,858	2,329	—	—	29,508	19,718	9,380	9,663
Inventories	—	—	—	—	562	667	145	—
Other financial assets	—	—	—	—	16	16	—	—
Non-current assets held for sale	—	—	—	—	—	277	—	—
<b>TOTAL current assets</b>	<b>1,858</b>	<b>2,329</b>	<b>—</b>	<b>—</b>	<b>110,206</b>	<b>95,891</b>	<b>167,446</b>	<b>116,227</b>
<b>Non-current assets</b>								
Property plant and equipment	—	—	—	—	3,589,855	3,620,594	56,286	3,356
Intangible assets	—	—	—	—	18,320	20,146	150,426	153,806
<b>TOTAL non-current assets</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,608,175</b>	<b>3,640,740</b>	<b>206,712</b>	<b>157,162</b>
<b>TOTAL assets</b>	<b>1,858</b>	<b>2,329</b>	<b>—</b>	<b>—</b>	<b>3,718,381</b>	<b>3,736,631</b>	<b>374,158</b>	<b>273,389</b>
<b>Current liabilities</b>								
Payables	2,438	4,466	6,107	—	12,046	22,661	78,553	98,758
Borrowings	—	—	—	—	—	—	33,041	—
Provisions	—	—	—	—	25,175	27,333	7,800	8,865
Other	—	—	—	—	809	63	3,100	322
<b>TOTAL current liabilities</b>	<b>2,438</b>	<b>4,466</b>	<b>6,107</b>	<b>—</b>	<b>38,030</b>	<b>50,057</b>	<b>122,494</b>	<b>107,945</b>
<b>Non-current liabilities</b>								
Borrowings	—	—	—	—	59,361	56,149	205,287	136,143
Provisions	—	—	—	—	5,238	4,505	1,566	1,348
<b>TOTAL non-current liabilities</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>64,599</b>	<b>60,654</b>	<b>206,853</b>	<b>137,491</b>
<b>TOTAL liabilities</b>	<b>2,438</b>	<b>4,466</b>	<b>6,107</b>	<b>—</b>	<b>102,629</b>	<b>110,711</b>	<b>329,347</b>	<b>245,436</b>
<b>Net assets</b>	<b>(580)</b>	<b>(2,137)</b>	<b>(6,107)</b>	<b>—</b>	<b>3,615,752</b>	<b>3,625,920</b>	<b>44,811</b>	<b>27,953</b>

\* The purpose each service group is summarised in note 8.

# DPC SERVICE GROUP STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## STATEMENT OF FINANCIAL POSITION – CONT'D

Consolidated	Service group 13		Not attributable		TOTAL	
	Policy and Science *					
Assets & liabilities	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Current assets</b>						
Cash and cash equivalents	3,403	3,421	72,689	47,822	314,133	233,020
Receivables	2,313	1,479	7,351	7,955	69,424	48,446
Inventories	—	—	—	—	707	667
Other financial assets	—	—	—	—	16	16
Non-current assets held for sale	—	—	—	—	—	277
<b>TOTAL current assets</b>	<b>5,716</b>	<b>4,900</b>	<b>80,040</b>	<b>55,777</b>	<b>384,280</b>	<b>282,426</b>
<b>Non-current assets</b>						
Property plant and equipment	64,524	43,371	—	—	3,718,257	3,676,436
Intangible assets	8,328	9,992	—	—	178,899	186,185
<b>TOTAL non-current assets</b>	<b>72,852</b>	<b>53,363</b>	<b>—</b>	<b>—</b>	<b>3,897,156</b>	<b>3,862,621</b>
<b>TOTAL assets</b>	<b>78,568</b>	<b>58,263</b>	<b>80,040</b>	<b>55,777</b>	<b>4,281,436</b>	<b>4,145,047</b>
<b>Current liabilities</b>						
Payables	1,906	2,403	1,041	1,137	146,110	142,559
Borrowings	—	—	—	—	33,041	—
Provisions	6,517	5,902	5,965	5,746	56,322	58,675
Other	—	—	3,952	9,408	8,561	10,580
<b>TOTAL current liabilities</b>	<b>8,423</b>	<b>8,305</b>	<b>10,958</b>	<b>16,291</b>	<b>244,034</b>	<b>211,814</b>
<b>Non-current liabilities</b>						
Borrowings	—	—	—	—	264,648	192,292
Provisions	938	818	131	148	14,332	12,744
<b>TOTAL non-current liabilities</b>	<b>938</b>	<b>818</b>	<b>131</b>	<b>148</b>	<b>278,980</b>	<b>205,036</b>
<b>TOTAL liabilities</b>	<b>9,361</b>	<b>9,123</b>	<b>11,089</b>	<b>16,439</b>	<b>523,014</b>	<b>416,850</b>
<b>Net assets</b>	<b>69,207</b>	<b>49,140</b>	<b>68,951</b>	<b>39,338</b>	<b>3,758,422</b>	<b>3,728,197</b>

\* The purpose each service group is summarised in note 8.

# DPC SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES FOR THE YEAR ENDED 30 JUNE 2013

Consolidated	2013				2012			
	Recurrent appropriation	Expenditure/ net claim on consolidated fund	Capital appropriation	Expenditure/ net claim on consolidated fund	Recurrent appropriation	Expenditure/ net claim on consolidated fund	Capital appropriation	Expenditure/ net claim on consolidated fund
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Original budget appropriation/expenditure</b>								
Appropriation Act	943,515	934,467	39,385	37,556	922,868	922,868	37,437	37,437
Additional Appropriations	—	—	—	—	—	—	—	—
s 24 PF&AA — transfers of functions into departments	16,952	—	—	—	158	158	391	391
s 24 PF&AA — transfers of functions out of departments	(2,514)	—	—	—	—	—	—	—
s 31 Appropriations Act — transfers from another agency	17,251	—	—	—	17,517	15,375	—	—
	<b>975,204</b>	<b>934,467</b>	<b>39,385</b>	<b>37,556</b>	<b>940,543</b>	<b>938,401</b>	<b>37,828</b>	<b>37,828</b>
<b>Other appropriations/expenditure</b>								
Treasurer's Advance	15,390	—	—	—	400	400	—	—
Treasurer's approved adjustment	—	—	—	—	(31,962)	(40,286)	(832)	(832)
Transfers in under s 45 (3) of the Appropriation Act	—	—	—	—	—	—	—	—
<b>TOTAL appropriations/expenditure/net claim on consolidated fund (includes transfer payments)</b>	<b>990,594</b>	<b>934,467</b>	<b>39,385</b>	<b>37,556</b>	<b>908,981</b>	<b>898,515</b>	<b>36,996</b>	<b>36,996</b>
<b>Amount draw down against Appropriation</b>	<b>—</b>	<b>941,493</b>	<b>—</b>	<b>38,335</b>	<b>—</b>	<b>908,946</b>	<b>—</b>	<b>36,996</b>
<b>Liability to Consolidated Fund*</b>	<b>—</b>	<b>7,026</b>	<b>—</b>	<b>779</b>	<b>—</b>	<b>10,431</b>	<b>—</b>	<b>—</b>

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

The Liability to Consolidated Fund represents the difference between the "amount drawn against appropriation" and the "total expenditure/net claim on Consolidated Fund" for the year.

The Liability to Consolidated Fund relates to the appropriation made to the Premier.

# 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## (a) Reporting entity

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

DPC comprises: DPC; DLG; Service NSW (until 13 June 2013 — refer to note 21) and OEH.

In the process of preparing the consolidated financial statements for the economic entity, all inter entity transactions and balances have been eliminated.

DPC includes employee related expenses and provisions for the Royal Botanic Gardens and Domains Trust, Lord Howe Island Board, Western Sydney Parklands Trust, Historic Houses Trust, Centennial Park and Moore Park Trust and Parramatta Park Trust. These are offset by income and receivables.

DPC administers activities of the Boards of Management, which are the Aboriginal ownership and leaseback arrangements, established by the *National Parks and Wildlife Services Act* and the *Aboriginal Land Rights Act*. For the year ended 30 June 2013, these boards have been treated as separate reporting entities.

For the year ended 30 June 2013, DPC's financial statements did not include financial transactions for the Public Sector Industrial Relations Unit, which transferred out on 1 July 2012.

These financial statements for the year ended 30 June 2013 have been authorised for issue by the DG on 17 September 2013.

## (b) Basis of preparation

DPC's financial statements are general purpose financial statements, which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* and Regulation
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Property, plant and equipment, assets (or disposal groups) held for sale and financial assets at 'fair value through profit or loss' and available for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

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

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

## (c) Statement of compliance

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

## (d) Administered activities

DPC administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of DPC's own objectives.

Transactions and balances relating to the administered activities are not recognised as DPC's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as "administered income", "administered expenses", "administered assets" and "administered liabilities".

The accrual basis of accounting and all applicable accounting standards have been adopted.

## (e) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with NSW Treasury's Mandate to not-for-profit general government sector entities.

## (f) Insurance

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

## (g) Accounting for the GST

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

- the amount of GST incurred by DPC 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.

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

## (h) Income recognition

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

### (i) Parliamentary appropriations and contributions

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

Appropriations are not recognised as income in the following circumstances:

- Unspent appropriations are recognised as liabilities rather than income, as the authority to spend the money lapses and the unspent amount must be repaid to the Consolidated Fund.
- The liability is disclosed in note 20 as part of 'current liabilities — other'. The amount will be repaid and the liability will be extinguished next financial year.

### (ii) Sale of goods

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

### (iii) Rendering of services

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

### (iv) Investment revenue

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

### (v) Taxes, fines, regulatory fees and contributions

Taxes, fines, regulatory fees and contributions collected by DPC on behalf of the Crown are not recognised as revenues and are disclosed in the financial statements by way of a note only.

### (vi) Companion animals

Under the guidelines sent out to councils with DLG circular 00/09, there is a requirement that councils pay to the division monthly the total amount of registration fees for transactions that have been successfully entered on the Companion Animals Register. Collections recorded in the Register by Councils at year end totalled \$6.1 m (2012: \$5.6m), which is recorded as retained taxes, fees and fines.

A quarterly reimbursement is made to councils based on Register Reports for the quarter. A total of \$3.5 m (2012: \$2.3m) in expenses are recorded as other operating expenses and employee related expenses in the Statement of Comprehensive Income.

## (i) Assets

### (i) Acquisitions of assets

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

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

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

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

**(ii) Capitalisation thresholds**

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

**(iii) Revaluation of property, plant and equipment**

Physical non current assets are valued in accordance with the "Valuation of Physical Non Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07 1) (as amended by NSWTC 12/05 and NSWTC 10/07). This policy adopts fair value in accordance with AASB 116 property, plant and equipment.

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

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

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

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

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

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

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

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

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

DPC revalues each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date.

Asset category	Date of valuation	By whom
Land — dedicated	30 June 2010	Land and Information, Valuation Services(i)
Land — non dedicated	30 June 2010	Land and Information, Valuation Services(i)
Buildings	30 June 2012	Land and Information, Valuation Services
Other amenities and facilities	30 June 2010	Sheldon Consulting Pty Ltd
Roads	30 June 2013	Sheldon Consulting Pty Ltd
Wharves	30 June 2009	Sheldon Consulting Pty Ltd
Utilities and other infrastructure	30 June 2012	Sheldon Consulting Pty Ltd(ii)
Aircraft	30 June 2012	Rodney Hyman Asset Services Pty Ltd
Historical furniture and fittings	30 June 2012	Jonathan Alford Pty Ltd

(i) Valuations are performed in accordance with the 'Valuation of physical non current assets at fair value (TPP 07 01)' and 'AASB 116 Property, Plant and Equipment'.

**(iv) Impairment of property, plant and equipment**

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

**(v) Assets not able to be reliably measured**

DPC holds certain assets that have not been recognised in the statement of financial position because the value of these assets cannot be measured reliably. These assets include a range of cultural artefacts and historic infrastructure.

**(vi) Depreciation of property, plant and equipment**

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

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

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

The following depreciation rates have been adopted:

**Buildings and improvements**

The construction type of department buildings is used to determine the asset's useful life (from which a depreciation rate is derived). For example, historic buildings in use are deemed to have useful lives of between 40 and 100 years; visitors centres and staff residences 40 to 80 years, etc.

Depreciation rates	2013
<b>Plant and equipment</b>	
Office furniture and fittings	10%
Computer equipment	25%
General plant and equipment	14%
Leasehold improvements (over the period of the lease)	various
Plant and equipment held by OEH	6.67% to 25%
<b>Roads and other access; utilities and other infrastructure</b>	
Roads; car parks, fire trails, management trails and walking tracks:	
— Earthworks	0%
— Pavement	5%
Bridges	2%
Boat ramps and wharves, utilities and other infrastructure	5%

Except where bridges, boat ramps, wharves and utilities have been independently valued, an assessment of the useful life of each asset was carried out and the depreciation rate was derived accordingly.

**Amortisation of intangible assets**

The following amortisation rates have been adopted:

Software	10% to 33%
Water licences	0%

**(vii) Major inspection costs**

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

**(viii) Restoration costs**

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

**(ix) Maintenance**

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

**(x) Leased assets**

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

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

Under certain leases granted by DPC, the lessee will maintain or improve the leased property, which, at the expiry of the lease, reverts to the ownership of DPC. Alternatively, where land is leased, property may be built on the land by the lessee and at the expiry of the lease, ownership of the property transfers to DPC.

Assets and improvements are brought to account by DPC upon expiry of the lease, when actual ownership and control reverts to DPC. Upon assumption of ownership, the asset will be included in DPC asset register. Examples of such prospective assets include commercial buildings and infrastructure such as marinas and ski lifts (excluding associated plant and machinery) built by lessees on DPC property.

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

**(xi) Intangible assets**

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

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

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

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

DPC's intangible assets consist of software and water licences. Software is amortised using the straight line method over a period between three and 10 years. Water licences are issued under the *Water Management Act 2000* and the *Water Act 1912*. Licences purchased are reported at cost which equates to fair value. Intangible water licence assets are not amortised.

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

**(xii) Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance

for any impairment of receivables. Any changes are recognised in the surplus/ (deficit) for the year when impaired, derecognised or through the amortisation process.

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

**(xiii) Inventories**

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost DPC would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Shop stocks held for 12 months or more and considered to be unsaleable are regarded as obsolete and are expensed.

Generally, the quantum of inventory held is small. DPC relies on end of year stock takes to identify shop stocks and inventory held for distribution for reporting purposes.

**(xiv) Investments**

Investments are initially recognised at fair value plus, in the case of investments not at fair value through profit or loss, transaction costs. DPC determines the classification of its financial assets after initial recognition and, when allowed and appropriate, re evaluates this at each financial year end.

- **Fair value through profit or loss** — DPC subsequently measures investments classified as "held for trading" or designated upon initial recognition "at fair value through profit or loss" at fair value. Financial assets are classified as "held for trading" if they are acquired for the purpose of selling in the near term. Derivatives are also classified as held for trading. Gains or losses on these assets are recognised in the net result for the year.

The Hour Glass Investment Facilities are designated at fair value through profit or loss using the second leg of the fair value option i.e. these financial assets are managed and their performance is evaluated on a fair value basis, in accordance with a documented risk management strategy, and information about these assets is provided internally on that basis to DPC's key management personnel.

Designation at fair value through profit or loss is consistent with TPP 08-1 Accounting Policy: Accounting for Financial Instruments.

The movement in the fair value of the Hour Glass Investment Facilities incorporates distributions received as well as unrealised movements in fair value and is reported in the line item 'investment revenue'.

DPC has a TCorp Hour Glass facility which is considered to be level 2 as per AASB 7 Financial Instruments: Disclosures. Refer to fair value hierarchy under the financial instruments note to the financial statements (refer note 26).

- **Held to maturity investments** — Non derivative financial assets with fixed or determinable payments and fixed maturity that DPC has the positive intention and ability to hold to maturity are classified as "held to maturity". These investments are measured at amortised cost using the effective interest method. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.
- **Available for sale investments** — any residual investments that do not fall into any other category are accounted for as available for sale investments and measured at fair value in other comprehensive income until disposed or impaired, at which time the cumulative gain or loss previously recognised in other comprehensive income is recognised in surplus/(deficit) for the year. However, interest calculated using the effective interest method and dividends are recognised in the net result for the year.

Purchases or sales of investments under contract that require delivery of the asset within the timeframe established by convention or regulation are recognised on the trade date; i.e. the date the entity commits to purchase or sell the asset.

The fair value of investments that are traded at fair value in an active market is determined by reference to quoted current bid prices at the close of business on the statement of financial position date.

#### (xv) Impairment of financial assets

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

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

When an available for sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the net result for the year, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence, except reversals of impairment losses on an investment in an equity instrument classified as "available for sale" must be made through the reserve. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

#### (xvi) De-recognition of financial assets and financial liabilities

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

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

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

in the asset.

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

**(xvii) Non current assets (or disposal group) held for sale**

DPC has certain non current assets (or disposal groups) classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non current assets (or disposal groups) held for sale, are recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

**(xviii) Trust funds**

DPC receives monies in a trustee capacity for various trusts as set out in note 7 as transfer payments. As DPC performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of DPC's own objectives, these funds are not recognised in the financial statements.

**(xix) Other assets**

Other assets are recognised on a cost basis.

**(j) Liabilities**

**(i) Payables**

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

**(ii) Borrowings**

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the net result for the year on derecognition.

The finance lease liability is determined in accordance with AASB 117 Leases.

**(iii) Financial guarantees**

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued and initially measured at fair value, where material. After initial recognition, the liability is measured at the higher of the amount determined in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised, less accumulated amortisation, where appropriate.

DPC has reviewed its financial guarantees and determined that there is no material liability to be recognised for financial guarantee contracts as at 30 June 2013 and at 30 June 2012. However, refer note 23 regarding disclosures on contingent liabilities.

**(iv) Employee benefits and other provisions**

**(a) Salaries and wages, annual leave, sick leave and on costs**

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

Long term annual leave that is not expected to be taken within 12 months is measured at present value in accordance with AASB 119 Employee Benefits.

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

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

**(b) Long service leave and superannuation**

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

Long service leave is measured at present value in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors (specified in NSWTC 11/06) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

**(c) Other provisions**

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

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

If the effect of the time value of money is material, provisions are discounted at an average of 2.6 per cent, which is a pre tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

**(k) Equity and reserves****(i) Revaluation surplus**

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

**(ii) Accumulated funds**

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

**(iii)** Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards (e.g. revaluation surplus).

**(l) Equity transfers**

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs/functions and parts thereof between NSW public sector agencies and 'equity appropriations' (refer note 1 (h)(i)) are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 Contributions and Australian Interpretation 1038 Contributions by Owners Made to Wholly Owned Public Sector Entities.

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

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

**(m) Budgeted amounts**

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the *Public Finance and Audit Act (PFAA)* where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

**(n) Comparative information**

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

**(o) New Australian Accounting Standards issued but not effective**

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

The following new Australian Accounting Standards have not been applied and are not yet effective, in accordance with the NSW Treasury mandate (TC 13/02)

- AASB 9, AASB 2010-7 and AASB 2012-6 regarding financial instruments.
- AASB 10 Consolidated Financial Statements.
- AASB 11 Joint Arrangements.
- AASB 12 Disclosure of Interests in Other Entities.
- AASB 13, AASB 2011-8 and AASB 2012-1 regarding fair value measurement.
- AASB 119, AASB 2011-10 and AASB 2011-11 regarding employee benefits.
- AASB 127 Separate Financial Statements.
- AASB 128 Investments in Associates and Joint Ventures.
- AASB 1053 and AASB 2010-2 regarding differential reporting.
- AASB 2010-10 regarding removal of fixed dates for first time adopters.
- AASB 2011-2 regarding Trans Tasman Convergence — Reduced Disclosure Requirements (RDR).
- AASB 2011-4 removing individual KMP disclosure requirements.
- AASB 2011-6 regarding RDR and relief from consolidation.
- AASB 2011-7 regarding consolidation and joint arrangements.
- AASB 2011-12 regarding Interpretation 20.
- AASB 2012-1 regarding fair value measurement — RDR requirements.

- AASB 2012-2 regarding disclosures — offsetting financial assets and financial liabilities.
- AASB 2012-3 regarding offsetting financial assets and financial liabilities.
- AASB 2012-4 regarding government loans — first time adoption.
- AASB 2012-5 regarding annual improvements 2009-2 11 cycle.
- AASB 2012-7 regarding RDR.
- AASB 2012-9 regarding withdrawal of Interpretation 1039.
- AASB 2012-10 regarding transition guidance and other amendments.
- AASB 2012-11 regarding RDR requirements and other amendments.

DPC anticipates that the adoption of these standards in the period of initial application will have no material financial statements.

## 2 EXPENSES EXCLUDING LOSSES

### (a) Employee related expenses

	2013 \$'000	2012 \$'000
Salaries and wages (including recreation leave) *	395,697	408,392
Superannuation – defined benefit plans	9,427	10,804
Superannuation – defined contribution plans	29,564	30,197
Long service leave	5,367	32,117
Workers' compensation insurance	6,967	7,719
Payroll tax and fringe benefit tax	24,547	29,784
Redundancy payments	13,481	4,947
Agency contractors	11,836	3,421
Other	1,685	958
	<b>498,571</b>	<b>528,339</b>

The employee related expenses include \$24,762,743 for the Botanic Gardens and the Domain Trust (2012: \$24,660,184), \$3,783,569 for the Lord Howe Island Board (2012: \$3,386,687), \$2,237,624 for the Western Sydney Parklands Trust (2012: \$1,634,686), \$17,794,433 for the Historic Houses Trust (2012: \$17,708,319), \$6,102,936 for the Centennial Park and Moore Park Trust (2012: \$5,515,360) and \$691,770 for the Parramatta Park Trust (2012: \$790,813). Refer also to notes 1 (a) and 3 (g).

\* Salaries and wages amounting to \$2,432,885 have been capitalised, and therefore excluded from the above.

**(b) Other operating expenses include the following:**

	2013 \$'000	2012 \$'000
Auditor's remuneration — audit of financial statements	523	458
Bad and doubtful debts	19	49
Community events	1,961	2,675
Committee fees and expenses	563	437
Consultancy costs	5,539	4,733
Corporate services	9,439	9,353
Contractor — projects	86,930	66,629
Cost of sales	7,317	7,719
Expenses capitalised	(505)	(650)
Fees for services rendered	19,582	24,868
Insurance	14,720	16,041
Payments to NSW Government agencies	19,928	14,406
Legal costs	1,578	1,959
Motor vehicle expenses	1,261	1,633
Operating lease rental expense — minimum lease payments	35,876	33,039
Telephone and communication costs	5,331	5,083
Stores and minor assets	12,536	13,506
Training (staff development)	5,111	4,597
Travel costs	7,936	7,484
Other expenses	6,756	5,794
Other occupancy costs	13,344	11,454
Energy costs	3,762	3,226
Fleet costs	25,185	16,388
Information dissemination	9,862	8,867
Companion Animals Payment	3,486	5,797
Impairment of assets and bad debts	284	1,029
Water Licence — non capital purchase	35	115
Penalty charge	807	950
Maintenance expenses*	38,133	31,041
	<b>337,299</b>	<b>298,680</b>

**\* Reconciliation — TOTAL maintenance**

Maintenance expense — contracted labour and other (non employee related), as above	38,133	31,041
Employee related maintenance expense included in note 2 (a)	45,336	53,325
<b>TOTAL maintenance expenses included in note 2 (a) + 2 (b)</b>	<b>83,469</b>	<b>84,366</b>

**(c) Depreciation and amortisation expense**

	2013 \$'000	2012 \$'000
<b>Depreciation</b>		
Buildings and improvements	12,374	12,303
Furniture and fittings	1,925	3,736
Plant and equipment	12,840	13,357
Roads and other access	32,003	27,009
Utilities and other infrastructure	28,367	9,435
<b>Amortisation</b>		
Leasehold improvements	1,972	1,407
Intangible assets	10,867	10,877
	<b>100,348</b>	<b>78,124</b>

**(d) Grants and subsidies**

	2013 \$'000	2012 \$'000
Federal Government ***	13,507	9,273
NSW Government *	279,487	270,030
Local Government	12,426	14,496
Energy Savings Fund	4,666	5,262
Water Savings Fund	—	1,636
Non government organisations	19,420	18,722
Aboriginal Trust Fund Repayment Scheme **	—	5,491
Grants to external organisations	10,747	2,734
Miscellaneous grants approved by the Premier	1,492	1,509
Other	—	5
Pensioner rebates	78,301	76,362
Regional and rural miscellaneous grants	779	668
	<b>420,825</b>	<b>406,188</b>

\* The above includes \$197,883,865 expenditure relating to the Solar Bonus Reimbursement Scheme (SBRS) (2012: \$211,892,057).

\*\* Payments relating to the Aboriginal Trust Fund Scheme ceased from 1 July 2012.

\*\*\* The above does not include \$673,811,129 paid for the Federal Financial Assistance Grants to NSW Local Councils. (The receipt of \$673,811,129 is also not included). DPC acts as an administrator in this scheme and has no control over the allocation or timing of the grants.

**(e) Finance costs**

	2013 \$'000	2012 \$'000
Interest expense from financial liabilities not at fair value through profit or loss	10,488	4,747
	<b>10,488</b>	<b>4,747</b>

## 3 REVENUE

### (a) Appropriations

#### Recurrent appropriations

	2013 \$'000	2012 \$'000
TOTAL recurrent drawdowns from NSW Treasury (per summary of compliance)	941,493	908,946
Less: Appropriation transferred to EPA	—	(101,291)
Less: Liability to Consolidated Fund (per summary of compliance)	(7,026)	(10,431)
	934,467	797,224

#### Comprising

Recurrent appropriations (per statement of comprehensive income)	684,211	640,326
Transfer payments (per note 7)	250,256	156,898
	934,467	797,224

#### Capital appropriations

	2013 \$'000	2012 \$'000
TOTAL capital drawdowns from NSW Treasury (per summary of compliance)	38,335	38,292
Less: Appropriation paid to EPA	—	(1,296)
Less: Liability to Consolidated Fund (per summary of compliance)	(779)	—
	37,556	36,996

#### Comprising

Capital appropriations (per statement of comprehensive income)	37,556	36,996
	37,556	36,996

### (b) Sale of goods and services

	2013 \$'000	2012 \$'000
Annual and day entry	16,270	16,392
Camping fees	9,718	9,612
Sale of assets under \$5,000	81	55
Sale of publications and stock	2,671	2,457
Community service	3,505	3,477
Hire of facilities	875	1,443
Miscellaneous park service	4,372	3,302
Minor user charges	3,999	4,654
Training/seminars	—	217
Functions & Events	282	342
Other	1,672	2,106
Advertising	7,202	7,875
	50,647	51,932

**(c) Investment revenue**

	2013 \$'000	2012 \$'000
Interest revenue from financial assets not at fair value through profit and loss	8,121	14,417
Lease and rental of premises *	15,273	18,515
TCorp Hour Glass Investment Facilities designated at fair value through profit and loss	1,290	1,778
	<b>24,684</b>	<b>34,710</b>

\* Lease and rental revenue is derived by DPC from commercial leases and licences with private operators within the national parks.

**(d) Retained taxes, fees and fines**

	2013 \$'000	2012 \$'000
Licence and permits	941	994
Kangaroo and other royalties	856	1,143
Companion animals registration fees	6,068	6,156
Fees water use management	5,385	3,646
EPA corporate support	20,462	21,278
Parking, court and other	1,872	1,994
	<b>35,584</b>	<b>35,211</b>

**(e) Grants and contributions**

	2013 \$'000	2012 \$'000
Commonwealth government	14,060	24,014
NSW Government *	371,360	220,218
Local Government	1,788	1,683
Contributed assets	607	387
Other state governments	698	529
Private sector	3,098	7,510
Asset recognised first time	291	5,506
	<b>391,902</b>	<b>259,847</b>

\* The above includes contributions of \$252,000,000 (2012: \$167,499,541) received under the Climate Change Fund (CCF).

**(f) Personnel services**

	2013 \$'000	2012 \$'000
Personnel services income	54,351	80,025
	<b>54,351</b>	<b>80,025</b>

In 2012, personnel services revenue of \$27.8m was received by OEH, from EPA. Personnel services to the EPA are now provided by the Office of EPA.

**(g) Acceptance by the Crown Entity of employee benefits and other liabilities**

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

	2013 \$'000	2012 \$'000
Superannuation — defined benefit	9,434	9,980
Long service leave	5,991	28,495
Payroll tax on superannuation	483	607
	<b>15,908</b>	<b>39,082</b>

**(h) Other revenue**

	2013 \$'000	2012 \$'000
Insurance recoveries	25,537	5,392
Miscellaneous	10,507	5,458
	<b>36,044</b>	<b>10,850</b>

**(i) Revenue forgone**

DPC's revenue does not include park use fees which DPC forgoes through concessions such as free and discounted park use permits provided to certain groups, including pensioners, volunteer fire fighters, etc.

**4 GAIN/(LOSS) ON DISPOSAL****Proceeds from disposal of property, plant and equipment**

	2013 \$'000	2012 \$'000
Land and buildings	1,255	2,127
Plant and equipment	351	403
Written down value of assets disposed	(3,422)	(4,791)
<b>Net gain/(loss) on disposal of plant and equipment</b>	<b>(1,816)</b>	<b>(2,261)</b>

## 5 OTHER GAINS/(LOSSES)

	2013 \$'000	2012 \$'000
Intangibles revaluation	(6,858)	(71)
	(6,858)	(71)

## 6 CONDITIONS ON CONTRIBUTIONS

DPC received contributions for specific purposes, e.g. restoration works or scientific research projects. The amount received during the year was \$316m. Contributions received during the year include CCFs of \$255m.

Usually the conditions imposed upon DPC stipulate that grants provided are required to be spent on the specific project for which the funds are provided. Generally any funds that are not used on the specific project must be refunded to the donor body.

DPC also conducts research projects on behalf of a wide range of donor bodies. These bodies provide funds that are restricted to use on projects specified by the donor body. Strict terms and conditions can apply to the use of these funds. Any unspent funds can be returned to the donor bodies.

No externally imposed financial restrictions are operable in respect of DPC's assets (except cash) as a result of such contributions. In the case of research grants, assets of an intangible nature (e.g. intellectual property) may ensue. Due to the immateriality, all costs incurred are expensed.

The contributions which were unexpended as at 30 June 2013 were \$168m. Contributions which are unexpended at the balance date are considered to be restricted assets (refer note 16).

## 7 TRANSFER PAYMENTS

The funding for the following is included in the annual budget allocation for DPC. These funds are transferred to these agencies progressively during the year, in accordance with their projected cash requirements.

	2013 \$'000	2012 \$'000
Nature Conservation Trust	775	905
EPA	114,143	—
Lord Howe Island Board	1,475	1,482
Centennial Parklands and Moore Park Trust	3,840	4,324
Historic Houses Trust	19,642	21,358
Parramatta Park Trust	2,969	3,032
Western Sydney Parklands Trust	5,394	5,000
Zoological Parks Board	16,701	15,987
Jenolan Caves Trust	—	550
Infrastructure NSW	8,818	10,900
Environmental Trust	35,164	58,967
Royal Botanic Gardens	36,622	29,643
Natural Resource Commission	4,713	4,750
Transfer payments from NSW Government sources	250,256	156,898
Federal financial assistance grants to local government	673,811	857,471
<b>TOTAL transfer payments</b>	<b>924,067</b>	<b>1,014,369</b>

## 8 DPC SERVICE GROUPS

### (a) Service group one: NSW 2021 Plan Leadership and Support

#### Purpose

This service group covers the provision of leadership and support in implementing the NSW 2021 Plan. Services include working with government agencies to support the development of agency action plans and helping develop performance measurement systems to deliver results against targets.

### (b) Service group two: Delivery and Implementation Group

#### Purpose

This service group covers the support of major government and non-government initiatives that aid major investment and infrastructure development in NSW. This service group seeks to expedite the delivery of key government infrastructure projects, and the strategic management of projects and issues, often involving multiple stakeholders, across regional and metropolitan NSW.

### (c) Service group three: Services and Capabilities Improvement

#### Purpose

This service group covers the enhancement of public sector service delivery performance. It involves undertaking agency, program, functional and major structural reviews of multiple agencies, developing sector-wide management improvement strategies, and helping agencies to resolve complex industrial relations and staff matters.

### (d) Service group four: Policy Support

#### Purpose

This service group covers the provision of integrated, sector-wide policy advice, counsel and legislative support services.

### (e) Service group five: Administrative Support for Government

#### Purpose

This service group covers a range of administrative and coordination functions to support the Governor, Premier, Executive Government, Cabinet and Remuneration Tribunals, managing State protocol, coordinating special events, providing logistic and information services, supporting special inquiries, and delivering corporate governance and support services.

### (f) Service group six: Communications and Advertising

#### Purpose

This service group is responsible for the setting and administration of government advertising policy. It saves money for agencies in media buying and placement by managing whole-of-government contracts. This service group is also responsible for managing the approval process for proposed government advertising activity and publishing the central website portal and the Government Gazette.

### (g) Service group seven: Capacity Building, Oversight and Provision of Advice for Local Government

#### Purpose

This service group covers programs, resources, policy, guidelines and information provided to strengthen the capacity of local government to meet community needs.

### (h) Service group eight: Pensioner Rebate Scheme

#### Purpose

This service group covers the Pensioner Rebate Scheme, which provides rebates to local councils of up to 55 per cent of eligible pensioner council rates.

### (i) Service group nine: Companion Animals Program

#### Purpose

This service group covers the Companion Animals Program. This program regulates the ownership, care and management of companion animals by maintaining a record of registered cats and dogs, and promoting the appropriate care and management of companion animals.

**(j) Service group 10: Service NSW****Purpose**

This service group covers the delivery of a range of NSW Government services and transactions through a 24/7 telephone service, an easy-to-use website and service centres across the state. This function was transferred to a standalone agency, effective 14 June 2013.

**(k) Service group 11: National Parks and Wildlife****Purpose**

This service group manages, conserves and cares for over 7 million hectares of land within the national park system to conserve native plants, animals, ecosystems and cultural values of Aboriginal and historic heritage; manage and suppress pests, weeds and fire; provide opportunities for tourism, participation and visitation; and partner with Aboriginal communities and the broader community.

**(l) Service group 12: Regional Operations and Heritage****Purpose**

This service group delivers integrated and customer focused services (water and energy efficiency, sustainability, native vegetation, biodiversity, environment protection, environmental water management, compliance and enforcement, floodplain management, coastal protection, and private land conservation, and Aboriginal and historic heritage) at the regional and local level to strengthen communities and partnerships across NSW.

**(m) Service group 13: Policy and Science****Purpose**

This service group provides scientific evidence and knowledge to underpin environmental decision making, conservation, regulation and service delivery, including providing research, imagery, laboratory and analytical support and decision support systems. It also provides policy advice and leads the review, development and coordination of strategic policy for OEH.

## 9 CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2013 \$'000	2012 \$'000
Cash at bank and on hand	277,816	197,993
Cash at Treasury Corporation	36,317	35,027
<b>Closing cash and cash equivalents (as per statement of cash flows)</b>	<b>314,133</b>	<b>233,020</b>

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

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

	2013 \$'000	2012 \$'000
Cash and cash equivalents (per statement of financial position)	314,133	233,020
<b>Closing cash and cash equivalents (per statement of cash flows)</b>	<b>314,133</b>	<b>233,020</b>

Refer note 16 for details on restricted cash balances.

Refer note 26 for details regarding credit risk, liquidity risk, and market risk arising from financial instruments.

## 10 CURRENT ASSETS – RECEIVABLES

	2013 \$'000	2012 \$'000
Sale of goods and services	32,721	22,997
Less: allowance for impairment	(642)	(3,217)
GST recoverable from ATO	9,540	9,099
Prepayments	3,865	2,287
Accrued income	22,989	15,441
Other receivables	951	1,009
Retained taxes, fees and fines	—	830
	<b>69,424</b>	<b>48,446</b>

### Movement in the allowance for impairment

	2013 \$'000	2012 \$'000
Balance at 1 July	3,217	2,247
Amounts written off during the year	(284)	(70)
Amounts recovered during the year	(2,621)	11
Increase/(decrease) in allowance recognised in profit or loss	330	1,029
<b>Balance at 30 June</b>	<b>642</b>	<b>3,217</b>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in note 26.

## 11 CURRENT ASSETS – INVENTORIES

### Held for resale

#### Finished goods

	2013 \$'000	2012 \$'000
Finished goods – shop stocks at cost	707	667
	<b>707</b>	<b>667</b>

## 12 CURRENT ASSETS – OTHER FINANCIAL ASSETS

	2013 \$'000	2012 \$'000
Other loans and deposits	16	16
	<b>16</b>	<b>16</b>

Refer to note 26 for further information regarding credit risk, liquidity risk, and market risk arising from financial instruments.

## 13 NON-CURRENT ASSETS HELD FOR SALE

	2013 \$'000	2012 \$'000
Land and buildings	–	277
	<b>–</b>	<b>277</b>

## 14 NON CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Land and buildings*	Plant and equipment	Infrastructure systems	TOTAL
<b>At 1 July 2012</b>				
Gross carrying amount at fair value	2,477,482	208,974	1,997,859	<b>4,684,315</b>
Accumulated depreciation and impairment	(250,700)	(130,635)	(626,544)	<b>(1,007,879)</b>
<b>Net carrying amount</b>	<b>2,226,782</b>	<b>78,339</b>	<b>1,371,315</b>	<b>3,676,436</b>
<b>At 30 June 2013</b>				
Gross carrying amount at fair value	2,488,027	217,410	2,172,787	<b>4,878,224</b>
Accumulated depreciation and impairment	(264,121)	(140,409)	(755,437)	<b>(1,159,967)</b>
<b>Net carrying amount</b>	<b>2,223,906</b>	<b>77,001</b>	<b>1,417,350</b>	<b>3,718,257</b>

\* Includes land managed under Part 4 A of the *National Parks and Wildlife Act 1978*.

## 14 NON CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT CONT'D

### Reconciliation

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

	Land and buildings*	Plant and equipment	Infrastructure systems	TOTAL
<b>Year ended 30 June 2013</b>				
Net carrying amount at start of year	2,226,782	78,339	1,371,315	<b>3,676,436</b>
Additions	16,227	16,160	15,120	<b>47,507</b>
Transfers in/(out)	(78)	(478)	69	<b>(487)</b>
Disposals	(1,574)	(3,053)	(1,287)	<b>(5,914)</b>
Acquisitions through administrative restructures	(1,479)	–	–	<b>(1,479)</b>
Net revaluation increment less revaluation decrements	(4,482)	–	92,502	<b>88,020</b>
Assets recognised first time	–	291	–	<b>291</b>
Depreciation expense	(12,374)	(16,737)	(60,369)	<b>(89,480)</b>
Reclassifications	–	(21)	–	<b>(21)</b>
Writeback of depreciation on disposals	–	2,500	–	<b>2,500</b>
Other movements free of cost	607	–	–	<b>607</b>
Transferred from current assets	277	–	–	<b>277</b>
<b>Net carrying amount at end of year</b>	<b>2,223,906</b>	<b>77,001</b>	<b>1,417,350</b>	<b>3,718,257</b>

	Land and buildings*	Plant and equipment	Infrastructure systems	TOTAL
<b>At 1 July 2011</b>				
Gross carrying amount	2,420,073	199,506	1,537,170	<b>4,156,749</b>
Accumulated depreciation and impairment	(235,035)	(121,983)	(477,566)	<b>(834,584)</b>
Net carrying amount	2,185,038	77,523	1,059,604	<b>3,322,165</b>
<b>At 30 June 2012</b>				
Gross carrying amount at fair value	2,477,482	208,974	1,997,859	<b>4,684,315</b>
Accumulated depreciation and impairment	(250,700)	(130,635)	(626,544)	<b>(1,007,879)</b>
<b>Net carrying amount</b>	<b>2,226,782</b>	<b>78,339</b>	<b>1,371,315</b>	<b>3,676,436</b>

\* Includes land managed under Part 4 A of the *National Parks and Wildlife Act 1978*.

## Reconciliation

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

	Land and buildings*	Plant and equipment	Infrastructure systems	TOTAL
<b>Year ended 30 June 2012</b>				
Net carrying amount at start of year	2,185,038	77,523	1,059,604	<b>3,322,165</b>
Additions	24,385	18,882	10,870	<b>54,137</b>
Disposals	(2,051)	(446)	(773)	<b>(3,270)</b>
Acquisitions through administrative restructures	(3,774)	(684)	(127)	<b>(4,585)</b>
Net revaluation increment less revaluation decrements	28,631	1,536	339,259	<b>369,426</b>
Assets recognised for the first time	5,491	15	—	<b>5,506</b>
Depreciation expense	(12,303)	(18,499)	(36,444)	<b>(67,246)</b>
Transfers in/(out)	978	(11)	(1,074)	<b>(107)</b>
Other movements	387	23	—	<b>410</b>
<b>Net carrying amount at end of year</b>	<b>2,226,782</b>	<b>78,339</b>	<b>1,371,315</b>	<b>3,676,436</b>

DPC also continues to derive service potential and economic benefit from some fully depreciated assets that have not been revalued this financial year. The impact of valuation is likely to be minimal as most fully depreciated assets are likely to be in poor condition and therefore may or may not have zero value.

## 15 INTANGIBLE ASSETS

	Software at fair value \$'000	Software at cost \$'000	Water licence at fair value \$'000	TOTAL \$'000
<b>At 1 July 2012</b>				
Intangibles	75,684	9,630	161,285	<b>246,599</b>
Accumulated amortisation and impairment	(53,025)	(7,389)	—	<b>(60,414)</b>
Net carrying amount	22,659	2,241	161,285	<b>186,185</b>
<b>At 30 June 2013</b>				
Intangibles	85,265	10,317	154,427	<b>250,009</b>
Accumulated amortisation and impairment	(62,618)	(8,492)	—	<b>(71,110)</b>
Net carrying amount	22,647	1,825	154,427	<b>178,899</b>
<b>Year ended 30 June 2013</b>				
Net carrying amount at start of year	22,659	2,241	161,285	<b>186,185</b>
Additions	9,298	665	—	<b>9,963</b>
Transfers in/out	470	—	—	<b>470</b>
Disposals	(8)	—	—	<b>(8)</b>
Net revaluation decrement	—	—	(6,858)	<b>(6,858)</b>
Acquisitions through administrative restructures	(7)	—	—	<b>(7)</b>
Amortisation (recognised in "depreciation and amortisation")	(9,765)	(1,102)	—	<b>(10,867)</b>
Reclassification	—	21	—	<b>21</b>
Net carrying amount at end of year	22,647	1,825	154,427	<b>178,899</b>
<b>At 1 July 2011</b>				
Intangibles	66,251	9,904	155,729	<b>231,884</b>
Accumulated amortisation and impairment	(43,612)	(7,025)	—	<b>(50,637)</b>
Net carrying amount	22,639	2,879	155,729	<b>181,247</b>
<b>At 30 June 2012</b>				
Intangibles	75,684	9,630	161,285	<b>246,599</b>
Accumulated amortisation and impairment	(53,025)	(7,389)	—	<b>(60,414)</b>
Net carrying amount	22,659	2,241	161,285	<b>186,185</b>
<b>Year ended 30 June 2012</b>				
Net carrying amount at start of year	22,639	2,879	155,729	<b>181,247</b>
Additions	9,930	919	5,624	<b>16,473</b>
Transfers in/out	16	(749)	—	<b>(733)</b>
Net revaluation decrement	—	—	(68)	<b>(68)</b>
Acquisition through administrative restructure	(185)	—	—	<b>(185)</b>
Amortisation (recognised in "depreciation and amortisation")	(9,741)	(1,136)	—	<b>(10,877)</b>
Other	—	328	—	<b>328</b>
<b>Net carrying amount at end of year</b>	<b>22,659</b>	<b>2,241</b>	<b>161,285</b>	<b>186,185</b>

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

## 16 RESTRICTED ASSETS

	2013 \$'000	2012 \$'000
<b>Current</b>		
Cash at TCorp	24,486	23,616
Funds owed to Service NSW	6,107	—
<b>Unexpended contributions</b>		
— CCF	158,783	86,277
— Other contributions	9,308	31,550
	<b>168,091</b>	<b>117,827</b>
	<b>198,684</b>	<b>141,443</b>

The above amounts are recognised as restricted assets as there are specific legislative or contractual conditions associated with the use of these funds.

Cash at TCorp represents unspent funds provided by Snowy Hydro Ltd to assist with the remediation of sites formerly occupied by that organisation.

DPC has a wide range of assets under its control, such as historic buildings, dedicated land and specified sites, which are subject to restrictions on their use by virtue of the *National Parks and Wildlife Act 1974*. These restrictions include disposal of the asset or, under certain circumstances, exploitation for financial or economic gain. Additional restrictions may be brought to bear by DPC's stakeholders as well as other legislation governing the use of historic sites and buildings.

## 17 CURRENT LIABILITIES — PAYABLES

	2013 \$'000	2012 \$'000
<b>Payables</b>		
Accrued salaries, wages and on costs	11,018	10,189
Creditors	131,214	128,987
Unearned revenue	1,462	1,674
Redundancies	2,416	1,709
	<b>146,110</b>	<b>142,559</b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in note 26.

## 18 CURRENT/NON CURRENT LIABILITIES – BORROWINGS

### Current borrowings

	2013 \$'000	2012 \$'000
<b>Secured/unsecured</b>		
NSW Treasury advances repayable non interest bearing	33,041	—
	<b>33,041</b>	<b>—</b>

### Non current borrowings

	2013 \$'000	2012 \$'000
NSW Treasury advances repayable — interest bearing	59,361	56,149
NSW Treasury advances repayable non-interest bearing — Solar Bonus Reimbursement Scheme	205,287	136,143
	<b>264,648</b>	<b>192,292</b>

The Solar Bonus Reimbursement Scheme (SBSRP) is a scheme to promote small scale renewable energy infrastructure across NSW. The scheme is administered by DTIRIS and delivered by electricity Distribution Network Services Providers (DNPSs) under the *Electricity Supply Act 1995*. The DNPSs (through electricity retailers) are responsible for the metering and payments to the owners of the small scale renewable energy infrastructure. The bulk of this is in the form of small scale (up to 10 kilowatts) solar panel systems on residential dwellings. Government decision during 2011 has seen the CCF (which is administered by OEH under the *Energy and Utilities Administration Act 1987*) as the mechanism for reimbursing the DNPSs costs incurred under the SBSRP. In order to meet the cost reimbursement requirements, NSW Treasury loan has been provided by the NSW Crown. This was in the form of an interest free advance for funding requirements from 2010–2011 to 2013–2014. The advance will then be fully repaid from additional CCF contributions levied on utility bills by 30 June 2017.

NSW Treasury advance repayable (non interest bearing) is recognised at fair value, which is present value of future repayments, discounted by using the 10 year government bond rate. Additional amount borrowed, i.e. difference between the amount borrowed and the present value, is recognised as grant revenue. Unwinding of discount will be recognised as finance cost.

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in note 26.

The repayable schedule of the interest bearing NSW Treasury repayable advances has been determined in the context of the State Infrastructure Strategy. No repayments are scheduled to commence within the next 12 months.

Although OEH did not have the power to borrow funds (i.e. loans) under the *Public Authorities (Financial Arrangements) Act 1987*, specific approval was given by the NSW Treasurer for these advances.

## 19 CURRENT/NON CURRENT LIABILITIES – PROVISIONS

### Current

	2013 \$'000	2012 \$'000
Recreation leave	38,502	40,164
Long service leave on costs	13,404	14,259
Payroll tax	1,310	1,300
Recreation leave on costs	3,106	2,952
	<b>56,322</b>	<b>58,675</b>

### Non current

	2013 \$'000	2012 \$'000
Long service leave on costs	752	813
Payroll tax	47	46
Restoration costs	13,533	11,885
	<b>14,332</b>	<b>12,744</b>

### Aggregate employee benefits and related on costs

	2013 \$'000	2012 \$'000
Provisions – current	56,322	58,675
Provisions – non current	799	859
Accrued salaries, wages and on costs (note 17)	11,018	10,189
	<b>68,139</b>	<b>69,723</b>

The above includes employee benefits and related on costs for The Royal Botanic Gardens and Domain Trust, Lord Howe Island Board, Western Sydney Parklands Trust, Historic Houses Trust, Centennial Park and Moore Park Trust and Parramatta Park (refer to note 1 (a)).

The value of employee benefits and related on costs expected to be paid after 12 months is \$1,472,969 (2012 \$1,174,088).

DPC's liabilities for long service leave are assumed by the Crown Entity. However, DPC has an obligation to meet the long service related on costs.

### Movements in provisions (other than employee benefits)

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

#### Carrying amount at the beginning of financial year

	2013 \$'000	2012 \$'000
Carrying amount at the beginning of financial year	11,885	10,315
Unwinding /change in discount rate	264	321
Unused amount reversed	–	(735)
Additional provisions recognised	1,515	1,984
Amounts used	(131)	–
<b>Carrying amount at end of financial year</b>	<b>13,533</b>	<b>11,885</b>

## 20 CURRENT/NON CURRENT LIABILITIES — OTHER

## Other — current

	2013 \$'000	2012 \$'000
Liability to consolidated fund	7,805	10,431
Security deposits	56	63
Unearned revenue	681	73
Payable to the Crown	19	13
	<b>8,561</b>	<b>10,580</b>

21 INCREASE/DECREASE IN NET ASSETS  
FROM EQUITY TRANSFERS

## Transfers year ended 30 June 2013

On 1 July 2012 the Public Sector Industrial Relations Unit was transferred to the DFS.

## Assets

	2013 \$'000
<b>Current assets</b>	
Cash and cash equivalents	129
<b>TOTAL current assets</b>	<b>129</b>
<b>Non current assets</b>	
Property, plant and equipment	
— Plant and equipment	4
<b>TOTAL property, plant and equipment</b>	<b>4</b>
<b>TOTAL non current assets</b>	<b>4</b>
<b>TOTAL assets</b>	<b>133</b>

## Liabilities

	2013 \$'000
Provision	129
<b>TOTAL current liabilities</b>	<b>129</b>
<b>TOTAL liabilities</b>	<b>129</b>
<b>Net assets</b>	<b>4</b>

Effective 14 June 2013, staff, assets and liabilities relating to the Service NSW unit within DPC was transferred to the Service NSW agency.

## Assets

	2013 \$'000
<b>Current assets</b>	
Receivables	14,651
<b>TOTAL current assets</b>	<b>14,651</b>
<b>Non current assets</b>	
Property, plant and equipment	
– Plant and equipment	9,780
<b>TOTAL property, plant and equipment</b>	<b>9,780</b>
Intangible assets	1,216
<b>TOTAL non current assets</b>	<b>10,996</b>
<b>TOTAL assets</b>	<b>25,647</b>

## Liabilities

	2013 \$'000
<b>Current liabilities</b>	
Payables	14,328
Provision	332
<b>TOTAL current liabilities</b>	<b>14,660</b>
<b>TOTAL liabilities</b>	<b>14,660</b>
<b>Net assets</b>	<b>10,987</b>

## Administrative restructures

Transfers of land and associated infrastructure (to)/from other agencies, which are treated as 'administrative restructures' are detailed below (refer note 1):

	2013 \$'000
<b>Department/agency</b>	
EPA	7
Land transferred from LPI	(161)
Land transfer to Newcastle ports	1,640
<b>Net assets</b>	<b>1,486</b>
<b>TOTAL decrease in net assets from equity transfers</b>	<b>12,477</b>

## Transfers year ended 30 June 2012

Under the Public Sector Employment and Management (Public Service Commission and Other Matters) Order 2011, staff of the Public Sector Workforce Branch except those principally involved in the exercise of industrial relations were removed from the DPC and added to the Public Service Commission. The effective date of the transfer was 1 November 2011.

### Assets

	2012 \$'000
<b>Current assets</b>	
Cash and cash equivalents	1,357
Receivables	91
<b>TOTAL current assets</b>	<b>1,448</b>
<b>Non current assets</b>	
Property, plant and equipment	
— Plant and equipment	92
<b>TOTAL property, plant and equipment</b>	<b>92</b>
Intangible assets	750
<b>TOTAL non current assets</b>	<b>842</b>
<b>TOTAL assets</b>	<b>2,290</b>

### Liabilities

	2012 \$'000
<b>Current liabilities</b>	
Payables	784
Provision	890
<b>TOTAL current liabilities</b>	<b>1,674</b>
<b>Non current assets</b>	
Borrowings	—
Provision	—
Other	—
<b>TOTAL non-current liabilities</b>	<b>—</b>
<b>TOTAL liabilities</b>	<b>1,674</b>
<b>Net assets</b>	<b>616</b>

On 29 February 2012 the Public Sector Employment and Management (Office of the EPA) Order 2012 established the EPA as a division of the Government Service responsible to the Minister for the Environment. This resulted in the formal creation of the Office of the EPA as a separate entity. Under the Administrative Order, staff in the OEH division of DPC, who were employed to enable the EPA to exercise its functions, were removed from DPC and added to the Office of the EPA.

Assets and liabilities assigned to EPA by OEH were transferred to EPA as at 1 July 2011.

## Assets

	2012 \$'000
<b>Current assets</b>	
Cash and cash equivalents	3,637
Receivables	12
<b>TOTAL current assets</b>	<b>3,649</b>
Property, plant and equipment	
— Land and building	4,138
— Plant and equipment	636
<b>TOTAL property, plant and equipment</b>	<b>4,774</b>
Intangible assets	84
<b>TOTAL non current assets</b>	<b>4,858</b>
<b>TOTAL assets</b>	<b>8,507</b>

## Liabilities

	2012 \$'000
<b>Current liabilities</b>	
Provision	3,356
<b>TOTAL current liabilities</b>	<b>3,356</b>
<b>TOTAL liabilities</b>	<b>3,356</b>
<b>Net assets</b>	<b>5,151</b>

### Other administrative restructures

Transfers of land and associated infrastructure (to)/from other agencies, which were treated as 'administrative restructures' are detailed below (refer note 1):

#### Assets

	2012 \$'000
<b>Department/Agency</b>	
Asset transferred to DTIRIS – L&B	93
Asset transferred to DTIRIS – INFR	127
Asset transferred to DTIRIS – PP&E	48
Asset transferred to DTIRIS – Software	101
Land transferred from LPI	(156)
Land transferred from Roads and Maritime	(194)
Land transferred from Forests NSW	(107)
<b>TOTAL assets</b>	<b>(88)</b>
<b>Equity transfers (other land and associated infrastructure)</b>	
Liabilities/provision transferred to CMA (ex-NRMI) AT 1.7.11	348
Net Asset/liabilities transferred to DTIRIS (ex-MPA) AT 1.7.11	(310)
Asset transferred to DTIRIS – cash	88
	124
<b>TOTAL equity transfers (other than land and associated infrastructure)</b>	<b>124</b>
<b>Net assets</b>	<b>36</b>

### Other transfers

Cash to the value of \$345,000 received in prior years relating the Tackling Violence Program was transferred to the Department of Education and Communities.

#### Assets

	2012 \$'000
<b>Current assets</b>	
Cash and cash equivalents	345
<b>TOTAL current assets</b>	<b>345</b>
Net assets	345
<b>TOTAL decrease in net assets from equity transfers</b>	<b>6,148</b>

## 22 COMMITMENTS FOR EXPENDITURE

### (a) Capital commitments\*

Aggregate capital expenditure contracted for at balance date and not provided for:

	2013 \$'000	2012 \$'000
Not later than one year	439	520
<b>TOTAL (including GST)</b>	<b>439</b>	<b>520</b>

### (b) Operating lease\*\* commitments\*

Future non cancellable operating lease rentals not provided for and payable

	2013 \$'000	2012 \$'000
Not later than one year	49,817	46,738
Later than one year and not later than five years	44,925	75,881
Later than five years	570	2,423
<b>TOTAL (including GST)</b>	<b>95,312</b>	<b>125,042</b>

\*\* The operating lease commitments relate to leasing of office space and motor vehicles. The expenditure above includes input tax credits of \$8.75 million (2011: \$11.367 million) that are expected to be recoverable from the ATO.

## 23 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

### Contingent liabilities

#### Claims on the TMF

DPC is a member of the TMF self insurance scheme. The fund manages a number of civil claims against OEH in relation to issues such as negligence and public liability. As at 30 June 2013 these included:

- A civil law suit before Court of Appeal against judicial review in respect of suspected *Pesticides Act* offence.
- A civil law suit claiming damages due to rezoning and development of land not approved.
- Civil law suits arising in relation to the January 2003 bushfires in Canberra.
- Civil law suits by individuals that have sustained injuries and/or damage to their personal property.
- Civil law suits involving claims for incidents that occurred within National Parks.

It is not practical to estimate the financial effect of these claims. DPC's insurable risk should adequately cover all these claims.

Other than the above, DPC considers that it does not face any material contingent liabilities arising from unresolved disputes, where legal action has been taken against DPC.

Other than the above, DPC is not aware of any significant or material contingent liability in existence at 30 June 2013 or which has emerged subsequent to this date, which may materially impact on the financial position of OEH as shown in the financial statements.

#### Contingent assets

DPC is party to a memorandum of understanding with Newcastle Port Corporation whereby the Corporation will be required to compensate OEH with land.

The NSW TMF is charged with managing the civil claims above and reimbursing OEH through the NSW Fire Fighting Fund of its estimated liability for Superannuation Guarantee Contributions (SGC) on incident payments.

Other than the above there are no other known contingent assets at balance date.

## 24 BUDGET REVIEW

### Net result

The actual net result shows a favourable variance to budget with a deficit of (\$45.3 million) compared with a budget of (\$115.7 million).

This variance was primarily due to lower actual expenditure for the CCF (\$66 million) and delays in the delivery of coast, flood and estuary grants programs.

Variances to individual items include:

### Expenses

- Other operating expenses \$24 million — increase primarily due to contractor and related payments for Service NSW.
- Grant payment of \$6.1 million to the new Service NSW agency to fund predominantly capital expenditure activity for the period from 14 June 2013.
- Depreciation \$6 million — increase due to a higher asset base following a revaluation of national parks assets.

### Revenue

- Sale of goods and services (\$60.9 million) — budget includes revenue relating to Personnel services.
- Investment revenue \$18.8 million — actual includes a higher level of lease and rental of premises.
- Retained taxes, fees and fines \$26.4 million — actual includes additional fees for EPA corporate support.
- Personnel services \$54.3 million — budget for this item included in Sale of goods and services.
- Variance in Grants and subsidies primarily relates to Cluster grant funding and is offset by a corresponding variance in Recurrent appropriations.

### Assets and liabilities

Actual net assets of \$3,758.4 million were higher than the budget of \$3,273.6 million by \$490.9 million.

This variance was primarily due to:

- Increases in cash and cash equivalents due to Solar Bonus Scheme (SBS) advances combined with general underspending.
- Increases in infrastructure systems due to revaluations.

### Cash flows

The actual cash balance of \$314.1 million was \$188.4 million higher than the budgeted balance of \$125.8 million. This variance was primarily due to increased proceeds from borrowings and advances related to the SBS and higher receipts of CCF contributions.

## 25 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	2013 \$'000	2012 \$'000
Net cash flows from operating activities	19,257	(101,877)
Net adjustments for equity transfer	1,486	(3,356)
Depreciation	(100,348)	(78,124)
Contributed assets	607	387
Decrease/(increase) in provisions	684	(6,314)
Increase/(decrease) in receivables	20,978	1,746
(Increase)/decrease in creditors	(3,552)	50,899
Net gain/(loss) on sale of plant and equipment	(1,816)	(2,332)
Other gains/(losses)	(6,858)	—
Decrease/(increase) in other liabilities	10,580	(6,834)
(Increase)/decrease in borrowings	13,413	10,888
Asset recognised for the first time	291	5,506
Decrease/(Increase) inventories	(40)	(20)
<b>Net result</b>	<b>(45,318)</b>	<b>(129,431)</b>

## 26 FINANCIAL INSTRUMENTS

DPC's principal financial instruments are outlined below. These financial instruments arise directly from DPC's operations or are required to finance DPC's operations. DPC does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

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

The DG has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by DPC, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the ARMC on a regular basis.

### (a) Financial instrument categories

#### Financial Assets

	Note	Category	Carrying amount 2013 \$'000	Carrying amount 2013 \$'000
<b>Class</b>				
Cash and cash equivalents	9	Cash and cash equivalents	314,133	233,020
Receivables 1	10	Loans and receivables (at amortised cost)	56,068	37,060
Financial assets at fair value		At fair value through profit or loss —		
		classified at held for trading	—	—
Other financial assets	12	Loans and receivables (at amortised cost)	16	16
<b>Financial liabilities</b>				
<b>Class</b>				
Payables	17	Financial liabilities measured at amortised cost	144,648	129,130
Borrowings	18	Financial liabilities measured at amortised cost	297,688	192,292

#### Notes

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

### (b) Credit risk

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

Credit risk arises from the financial assets of DPC, including cash, receivables and authority deposits. No collateral is held by DPC. DPC has not granted any financial guarantees.

Credit risk associated with DPC's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the state.

#### Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW TCorp 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. The TCorp Hour Glass cash facility is discussed in paragraph (d) below.

### Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 14 or 30 day terms.

DPC is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are "sales of goods and services" in the "receivables" category of the Statement of Financial Position.

	TOTAL <sup>1,2</sup>	\$'000 Past due but not impaired <sup>1,2</sup>	Considered impaired <sup>1,2</sup>
<b>2013</b>			
< 3 months overdue	4,708	4,650	58
3 months – 6 months overdue	287	215	72
> 6 months overdue	710	198	512
<b>2012</b>			
< 3 months overdue	5,783	5,716	67
3 months – 6 months overdue	2,199	550	1,649
> 6 months overdue	2,406	905	1,501

- Notes
- Each column in the table reports "gross receivables".
  - The ageing analysis excludes receivables that are not past due and not impaired. Therefore the "total" will not reconcile to the receivables total recognised in the statement of financial position.

### Authority deposits

DPC has placed funds on deposit with TCorp, which has been rated "AAA" by Standard and Poor's. These deposits are similar to money market or bank deposits and can be placed "at call" or for a fixed term. For fixed term deposits, the interest rate payable by TCorp is negotiated initially and is fixed for the term of the deposit, while the interest rate payable on at call deposits can vary. The deposits at balance date were earning an average interest rate of 3.60 per cent (2012: 3.96 per cent) while over the year the weighted average interest rate was 3.19 per cent (2012: 4.90 per cent) on a weighted average balance during the year of \$36.137m (2012: \$37.430m). None of these assets are past due or impaired.

### Other financial assets

DPC has placed funds in two fixed term deposits to the value of \$15,917 with the Commonwealth Bank of Australia. The deposits at balance date were earning an interest rate of 4.15 per cent (2012: 5.40 per cent) while over the year the weighted average interest rate was 4.36 per cent (2012: 5.48 per cent).

**(c) Liquidity risk**

Liquidity risk is the risk that DPC will be unable to meet its payment obligations when they fall due. DPC continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in 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. There were no late payment penalties paid by DPC.

During current and prior years there were no defaults or breaches of any loans payable.

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

**Maturity analysis and interest rate exposure of financial liabilities**

	Weighted Average Effective Int. Rate	Nominal Amount 1	\$'000 Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate	Variable Interest Rate	Non-interest bearing	< 1 yr	1–5 yrs	> 5 yrs
<b>2013</b>								
<b>Payables</b>								
Accrued salaries, wages and on-costs	—	13,434	—	—	13,434	13,434	—	—
Creditors	—	131,214	—	—	131,214	131,214	—	—
<b>Borrowings</b>								
Advances repayable	5.72%	455,730	185,161	—	270,569	26,015	220,065	209,650
<b>TOTAL</b>		<b>600,378</b>	<b>185,161</b>	<b>—</b>	<b>415,217</b>	<b>170,663</b>	<b>220,065</b>	<b>209,650</b>
<b>2012</b>								
<b>Payables</b>								
Accrued salaries, wages and on-costs	—	10,160	—	—	10,160	10,160	—	—
Creditors	—	118,970	—	—	118,970	118,970	—	—
Advances repayable	5.0%	192,292	56,149	—	136,143	—	—	192,292
<b>TOTAL</b>		<b>321,422</b>	<b>56,149</b>	<b>—</b>	<b>265,273</b>	<b>129,130</b>	<b>—</b>	<b>192,292</b>

Note:

1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

**(d) Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. DPC's exposures to market risk are primarily through interest rate risk on DPC's borrowings and other price risks associated with the movement in the unit price of the Hour Glass Investment Facilities. DPC has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which DPC operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis for 2012. The analysis assumes that all other variables remain constant.

**Interest rate risk**

Exposure to interest rate risk arises primarily through DPC's interest bearing liabilities. This risk is minimised by undertaking mainly fixed rate borrowings, primarily with NSW TCorp.

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

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

Consolidated	Carrying amount	-1%		1%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
<b>2013</b>					
<b>Financial assets</b>					
Cash and cash equivalents	314,133	(3,141)	(3,141)	3,141	3,141
Receivables	56,068	(561)	(561)	561	561
Other financial assets	16	—	—	—	—
<b>Financial liabilities</b>					
Payables	144,648	1,446	1,446	(1,446)	(1,446)
Borrowings	297,688	2,977	2,977	(2,977)	(2,977)

<b>2012</b>					
<b>Financial assets</b>					
Cash and cash equivalents	233,020	(2,330)	(2,330)	2,330	2,330
Receivables	37,060	(371)	(371)	371	371
Financial assets at fair value	—	—	—	—	—
Other financial assets	16	—	—	—	—
<b>Financial liabilities</b>					
Payables	129,130	1,291	1,291	(1,291)	(1,291)
Borrowings	192,292	1,923	1,923	(1,923)	(1,923)

### Other price risk — TCorp Hour Glass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour Glass Investment Facilities, which are held for strategic rather than trading purposes. DPC has no direct equity investments. DPC holds units in the following Hour Glass investment trusts:

Facility	Investment sectors	Investment horizon	2013 \$'000	2012 \$'000
Cash facility	Cash, money market instruments	Up to 1.5 years	36,317	35,027

Investment in the Hour Glass facilities limits DPC's exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

NSW TCorp provides sensitivity analysis information for each of the investment facilities, using historically based volatility information collected over a 10 year period, quoted at two standard deviations (i.e. 95 per cent, probability). The TCorp Hour Glass Investment Facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour Glass statement).

	Impact on profit/loss		
	Change in unit price	2013 \$'000	2012 \$'000
Hour Glass Investment — Cash facility	+/- 3.19%	1,158	1,387

### (e) Fair value compared to carrying amount

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour Glass facilities, which are measured at fair value. As discussed, the value of the Hour Glass Investments is based on DPC's share of the value of the underlying assets of the facility, based on the market value. All of the Hour Glass facilities are valued using 'redemption' pricing.

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

### (f) Fair value recognised in the statement of financial position

DPC uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

- Level one — derived from quoted prices in active markets for identical assets/liabilities.
- Level two — derived from inputs other than quoted prices that are observable directly or indirectly.
- Level three — derived from valuation techniques that include inputs for the asset/liability not based on observable market data (unobservable inputs).

Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	2013 TOTAL \$'000
<b>Financial assets at fair value</b>				
TCorp Hour Glass Inv. Facility	—	36,317	—	36,317
	—	<b>36,317</b>	—	<b>36,317</b>

The table above only includes financial assets, as no financial liabilities were measured at fair value in the statement of financial position.

There were no transfers between level one and two during the period ended 30 June 2013.

### Hour Glass Investment Facilities

DPC has investments in TCorp's Hour Glass Investment Facilities. DPC's investments are represented by a number of units in managed investments within the facilities. Each facility has different investment horizons and comprises a mix of asset classes appropriate to that investment horizon. TCorp appoints and monitors fund managers and establishes and monitors the application of appropriate investment guidelines.

DPC's investments are:

	Notes	2013 \$'000	2012 \$'000
TCorp Hour Glass Investment Facility		36,317	35,027
		<b>36,317</b>	<b>35,027</b>

## 27 EVENTS AFTER THE REPORTING PERIOD

DPC is not aware of any circumstances that occurred after balance date which would render particulars included in the financial statements to be misleading.

**End of audited financial statements**

**CORPORATION  
SOLE “MINISTER  
ADMINISTERING THE  
*HERITAGE ACT 1977*”  
FINANCIAL STATEMENTS**

**For the year ended  
30 June 2013**



**Corporation Sole**  
**“Minister Administering the *Heritage Act 1977*”**

**STATEMENT BY THE MINISTER**

Pursuant to Section 41C of the *Public Finance and Audit Act 1983*, and in my capacity as Corporation Sole, titled “Minister Administering the *Heritage Act 1977*”, I declare that in my opinion:

- a) the accompanying financial statements exhibit a true and fair view of the financial position of the Corporation Sole, “Minister Administering the *Heritage Act 1977*”, as at 30 June 2013 and transactions for the year 1 July 2012 to 30 June 2013; and
- b) the statements have been prepared in accordance with
  - Applicable Australian Accounting Standards (which includes Australian Accounting Interpretations);
  - the requirements of the *Public Finance and Audit Act 1983*, the Public Finance and Audit Regulation 2010 and the Treasurer’s Directions.

Further, I am not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



**The Hon. Robyn Parker MP**



## INDEPENDENT AUDITOR'S REPORT

### Corporation Sole for the Minister Administering the Heritage Act

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Corporation Sole for the Minister Administering the Heritage Act (the Corporation), which comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity and statement of cash flows, notes comprising a summary of significant accounting policies and other explanatory information.

### Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Corporation as at 30 June 2013, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

### The Minister's Responsibility for the Financial Statements

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

### Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

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

## Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

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



Caroline Karakatsanis  
Director, Financial Audit Services

21 October 2013  
SYDNEY

STATEMENT OF COMPREHENSIVE INCOME  
FOR YEAR ENDED 30 JUNE 2013

		Actual	Actual
	Notes	2013 \$'000	2012 \$'000
<b>Expenses excluding losses</b>			
Operating expenses			
Other operating expenses	2(a)	541	390
Depreciation	2(b)	69	69
Grants and subsidies	2(c)	275	574
Other expenses	2(d)	—	98
<b>TOTAL expenses excluding losses</b>		<b>885</b>	<b>1,131</b>
<b>Revenue</b>			
Investment revenue	3(a)	324	257
Retained fees	3(b)	492	416
Other revenue	3(c)	1	—
<b>TOTAL revenue</b>		<b>817</b>	<b>673</b>
<b>Net result</b>	<b>13</b>	<b>(68)</b>	<b>(458)</b>
<b>Other comprehensive income</b>			
Net increase/(decrease) in property, plant and equipment revaluation surplus	7	(7)	—
<b>TOTAL other comprehensive income</b>		<b>(7)</b>	<b>—</b>
<b>TOTAL comprehensive income</b>		<b>(75)</b>	<b>(458)</b>

The accompanying notes form part of these financial statements

# STATEMENT OF FINANCIAL POSITION FOR YEAR ENDED 30 JUNE 2013

		Actual	Actual
	Notes	2013 \$'000	2012 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	3,512	3,716
Receivables	5	65	117
Financial assets at fair value	6	2,169	1,957
<b>TOTAL current assets</b>		<b>5,746</b>	<b>5,790</b>
<b>Non-current assets</b>			
<b>Property, plant and equipment</b>			
Land and buildings	7	3,913	3,989
<b>TOTAL property, plant and equipment</b>		<b>3,913</b>	<b>3,989</b>
<b>TOTAL non-current assets</b>		<b>3,913</b>	<b>3,989</b>
<b>TOTAL assets</b>		<b>9,659</b>	<b>9,779</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Payables	9	35	80
Other	10	50	—
<b>TOTAL current liabilities</b>		<b>85</b>	<b>80</b>
<b>Non-current liabilities</b>			
Other	10	—	50
<b>TOTAL non-current liabilities</b>		<b>—</b>	<b>50</b>
<b>TOTAL liabilities</b>		<b>85</b>	<b>130</b>
<b>Net assets</b>		<b>9,574</b>	<b>9,649</b>
<b>Equity</b>			
Asset revaluation reserve		3,018	3,025
Accumulated funds		6,556	6,624
<b>TOTAL equity</b>		<b>9,574</b>	<b>9,649</b>

The accompanying notes form part of these financial statements

STATEMENT OF CHANGES IN EQUITY  
FOR YEAR ENDED 30 JUNE 2013

	Accumulated Funds	Asset Revaluation Reserve	TOTAL
	\$'000	\$'000	\$'000
Balance at 1 July 2012	6,624	3,025	9,649
<b>Net result for the year</b>	<b>(68)</b>		<b>(68)</b>
<b>Other comprehensive income</b>			
Net increases/(decrease) in property, plant and equipment	—	(7)	(7)
<b>TOTAL other comprehensive income</b>	<b>—</b>	<b>(7)</b>	<b>(7)</b>
<b>TOTAL comprehensive income for the year</b>	<b>(68)</b>	<b>(7)</b>	<b>(75)</b>
Transactions with owners in their capacity as owners	—	—	—
Balance as at 30 June 2013	6,556	3,018	9,574
Balance at 1 July 2011	7,082	3,025	10,107
<b>Net result for the year</b>	<b>(458)</b>		<b>(458)</b>
<b>Other comprehensive income</b>			
Net increases/(decrease) in property, plant and equipment	—	—	—
<b>TOTAL other comprehensive income</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>TOTAL comprehensive income for the year</b>	<b>(458)</b>	<b>—</b>	<b>(458)</b>
Transactions with owners in their capacity as owners	—	—	—
Balance as at 30 June 2012	6,624	3,025	9,649

The accompanying notes form part of these financial statements

## STATEMENT OF CASH FLOW FOR YEAR ENDED 30 JUNE 2013

		Actual	Actual
	Notes	2013 \$'000	2012 \$'000
<b>Cash flows from operating activities</b>			
<b>Payments</b>			
Grants and subsidies		(275)	(574)
Operating expenses		(634)	(526)
<b>TOTAL Payments</b>		<b>(909)</b>	<b>(1,100)</b>
<b>Receipts</b>			
Interest received		141	267
Other		564	537
<b>TOTAL Receipts</b>		<b>705</b>	<b>804</b>
<b>Net cash flows from operating activities</b>	<b>13</b>	<b>(204)</b>	<b>(297)</b>
<b>Cash flows from investing activities</b>			
Proceeds from sale of investments		—	37
Purchases of investments		—	—
<b>Net cash flows from investing activities</b>		<b>—</b>	<b>37</b>
<b>Net increase/(decrease) in cash</b>		<b>(204)</b>	<b>(260)</b>
Opening cash and cash equivalents		3,716	3,976
<b>Closing cash and cash equivalents</b>		<b>3,512</b>	<b>3,716</b>

The accompanying notes form part of these financial statements

# 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

## (a) Reporting entity

The Corporation Sole "Minister Administering the *Heritage Act 1977*" (the Corporation) was constituted under the *Heritage Act 1977*. The main activity is the administration of finance operations of the *Heritage Act 1977*. The Corporation is a not-for-profit entity with no cash generating units.

The financial statements have been authorised for issue by the Minister on the 16 October 2013.

## (b) Basis of preparation

The financial statements are general purpose financial statements which have been prepared in accordance with:

- Applicable Australian Accounting Standards (which include Australian Accounting Interpretations).
- The requirements of the *Public Finance and Audit Act 1983* and Regulation.
- The Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

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

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements. All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

## (c) Income recognition

Income is recognised to the extent that it is probable that the economic benefits will flow to the Corporation and the revenue can be reliably measured, and control of a right to receive consideration for the provision of, or investment in, assets has been attained.

### (i) Contributions

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

### (ii) Investment revenue

Investment revenue is recognised using the effective interest method as set out in AASB 139 Financial Instruments: Recognition and Measurement.

## (d) Insurance

A full comprehensive range of insurances covering areas such as Workers Compensation, Motor Vehicles, Fidelity Guarantee, Public Liability, and Industrial Special Risk is carried by the Office of Environment and Heritage with the New South Wales Treasury Managed Fund. This coverage extends to the operations of the Corporation. These insurance covers are reviewed periodically to ensure they are adequate.

## (e) Conservation grants, loans and guarantees

Section 106 of the *Heritage Act 1977* allows the payment of Conservation Grants and Loans to private individuals and organisations. The loans are repayable and may be interest bearing or interest free. The Act also allows the Corporation to guarantee bank loans that have been made for certain conservation purposes. No current guarantees are in place (2012: Nil).

## (f) Acquisition of assets

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

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

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction. Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

## (g) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually are capitalised.

## (h) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the "Valuation of physical non-current assets at Fair Value" Policy and Guidelines Paper TPP 07-1 (as amended by TC 12/05 and TC 10/07). This policy adopts fair value in accordance with AASB 116 Property, Plant and Equipment.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment.

However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

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

The Corporation revalues each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation of buildings was completed on 30 June 2010 and the last revaluation of land was completed on 30 June 2011. Both revaluations were based on independent assessments.

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

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

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

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

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

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

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

### **(i) Impairment of property, plant and equipment**

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

### **(j) Depreciation of property, plant and equipment**

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

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

Depreciation rates for plant and equipment range from 10 per cent to 20 per cent.

The depreciation rate for buildings is 2.5 per cent.

### **(k) Restoration cost**

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

### **(l) Maintenance**

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

### **(m) Trust funds**

The Corporation receives monies in a trustee capacity for the Old Government House archaeological site at Port Macquarie as set out in note 14. As the Corporation performs only a custodial role in respect of these monies and because the monies cannot be used for the achievement of the Corporation's own objectives, these funds are not recognised in the financial statements.

### **(n) Equity transfers**

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs/functions and parts thereof between NSW public sector agencies is designated as a contribution by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 Contributions and Australian Accounting Interpretation 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities.

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

### (o) Accounting for the Goods and Services Tax (GST)

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

- The amount of GST incurred by the Corporation 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.
- Cash flows are included in the Statement of Cash Flows on a gross basis.

### (p) Payables

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

### (q) Receivables

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

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

### (r) New Australian Accounting Standards issued but not effective

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

The following new Accounting Standards have not been applied and are not yet effective (NSW Treasury mandate TC 13/02).

- AASB 9, AASB 2010-7 and AASB 2012-6 regarding financial instruments.

- AASB 10 Consolidated Financial Statements.
- AASB 11 Joint Arrangements.
- AASB 12 Disclosure of Interests in Other Entities.
- AASB 13, AASB 2011-8 and AASB 2012-1 regarding fair value measurement.
- AASB 119, AASB 2011-10 and AASB 2011-11 regarding employee benefits.
- AASB 127 Separate Financial Statements.
- AASB 128 Investments in Associates and Joint Ventures.
- AASB 1053 and AASB 2010-2 regarding differential reporting.
- AASB 2010-10 regarding removal of fixed dates for first time adopters.
- AASB 2011-2 regarding Trans-Tasman Convergence — RDR.
- AASB 2011-4 removing individual KMP disclosure requirements.
- AASB 2011-6 regarding RDR and relief from consolidation.
- AASB 2011-7 regarding consolidation and joint arrangements.
- AASB 2011-12 regarding Interpretation 20.
- AASB 2012-1 regarding fair value measurement — RDR requirements.
- AASB 2012-2 regarding disclosures — offsetting financial assets and financial liabilities.
- AASB 2012-3 regarding offsetting financial assets and financial liabilities.
- AASB 2012-4 regarding government loans — first time adoption.
- AASB 2012-5 regarding annual improvements 2009-2-11 cycle.
- AASB 2012-7 regarding RDR.
- AASB 2012-9 regarding withdrawal of Interpretation 1039.
- AASB 2012-10 regarding transition guidance and other amendments.
- AASB 2012-11 regarding RDR requirements and other amendments.

The Corporation does not anticipate any material impact of these accounting standards on the financial statements of the Corporation.

### (s) Financial instruments

Financial instruments give rise to positions that are both a financial asset of one entity and a financial liability (or equity instrument) of another entity.

In accordance with AASB 132 Financial Instruments: Disclosure and Presentation, the Corporation's financial assets include cash, accounts receivable and financial assets at fair value and its financial liabilities include accounts payable.

In accordance with AASB 139 Financial Instruments: Recognition and Measurement, the Corporation's financial assets and financial liabilities are disclosed at fair value through profit or loss. Detailed information is disclosed in note 15.

## 2. EXPENSES EXCLUDING LOSSES

	2013 \$'000	2012 \$'000
<b>(a) Other operating expenses</b>		
Contractor – projects	272	91
Board fees	98	118
Fleet costs	6	–
Information dissemination	–	67
Travel costs	30	7
Auditor's remuneration (audit or review of the financial statements)	17	9
Impairment of assets and bad debts	19	–
General administration	98	98
	<b>541</b>	<b>390</b>
<b>(b) Depreciation expense</b>		
Depreciation:		
Buildings and improvements	69	69
	<b>69</b>	<b>69</b>
<b>(c) Grants and subsidies</b>		
Local government	104	102
Non-government organisations	171	472
	<b>275</b>	<b>574</b>
<b>(d) Other expenses</b>		
Bank charges	–	1
Miscellaneous	–	97
	<b>–</b>	<b>98</b>

## 3. REVENUE

	2013 \$'000	2012 \$'000
<b>(a) Investment revenue</b>		
Interest revenue from financial assets not at fair value through profit or loss	85	141
Tcorp Hour-Glass Investment Facilities designated at fair value through profit or loss	239	116
	<b>324</b>	<b>257</b>
<b>(b) Retained fees</b>		
Fees:		
Statutory fees and other charges	492	416
	<b>492</b>	<b>416</b>
<b>(c) Other revenue</b>		
Insurance recoveries	1	–
	<b>1</b>	<b>–</b>

## 4. CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2013 \$'000	2012 \$'000
Cash at bank	2,716	2,948
Cash at Tcorp	796	768
	<b>3,512</b>	<b>3,716</b>

Refer note 8 for details on restricted cash balances.

Refer note 15 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

## 5. CURRENT ASSETS – RECEIVABLES

	2013 \$'000	2012 \$'000
Sale of goods and services	19	19
Less: Allowance for impairment	(19)	—
Accrued income	59	85
GST	6	13
	<b>65</b>	<b>117</b>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in note 15.

## 6. CURRENT ASSETS – FINANCIAL ASSETS AT FAIR VALUE

	2013 \$'000	2012 \$'000
Treasury Corporation (Hour-Glass) medium term growth investments	2,169	1,957
	<b>2,169</b>	<b>1,957</b>

Treasury Corporation (Hour-Glass) investments are classified at fair value through profit and loss (Note 15).

Treasury Corporation (Hour-Glass) investments do not include trust funds of \$914,887 invested with Treasury Corporation (Note 14). Details regarding credit risk, liquidity risk, and market risk are disclosed in Note 15.

## 7. NON-CURRENT ASSETS

### — PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	TOTAL \$'000
<b>At 30 June 2013 — fair value</b>				
Gross carrying amount	4,192	—	—	4,192
Accumulated depreciation and impairment	(279)	—	—	(279)
<b>Net carrying amount</b>	<b>3,913</b>	<b>—</b>	<b>—</b>	<b>3,913</b>
<b>At 30 June 2012 — fair value</b>				
Gross carrying amount	4,200	—	—	4,200
Accumulated depreciation and impairment	(211)	—	—	(211)
<b>Net carrying amount</b>	<b>3,989</b>	<b>—</b>	<b>—</b>	<b>3,989</b>

### Reconciliation

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	TOTAL \$'000
<b>Year ended 30 June 2013</b>				
Net carrying amount at start of year	3,989	—	—	3,989
Net revaluation increment less revaluation decrements	(7)	—	—	(7)
Depreciation expense	(69)	—	—	(69)
<b>Net carrying amount at end of year</b>	<b>3,913</b>	<b>—</b>	<b>—</b>	<b>3,913</b>
<b>Year ended 30 June 2012</b>				
Net carrying amount at start of year	4,058	—	—	4,058
Depreciation expense	(69)	—	—	(69)
<b>Net carrying amount at end of year</b>	<b>3,989</b>	<b>—</b>	<b>—</b>	<b>3,989</b>

## 8. RESTRICTED ASSETS

### Parramatta Road Project

The Corporation holds \$66,000 in cash and cash equivalents (Note 4) for the payments of grants to Heritage owners to carry out restoration works and improve the look of Parramatta Road.

	2013 \$'000	2012 \$'000
Opening balance	66	66
<b>Cash balance at end of year</b>	<b>66</b>	<b>66</b>

### Parramatta Heritage Precinct Project

The Corporation holds \$249,500 in cash and cash equivalents (Note 4) for the preparation of a Parramatta Precinct National Heritage List nomination and comprehensive interpretation and tourism plan for the Parramatta precinct.

	2013 \$'000	2012 \$'000
Opening balance	250	250
<b>Cash balance at end of year</b>	<b>250</b>	<b>250</b>

## 9. CURRENT LIABILITIES – PAYABLES

	2013 \$'000	2012 \$'000
Creditors	35	80
	<b>35</b>	<b>80</b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in note 15.

## 10. CURRENT/NON-CURRENT LIABILITIES – OTHER

	2013 \$'000	2012 \$'000
<b>Current</b>		
Security Deposits	50	—
<b>Non-current</b>		
Security Deposits	—	50
<b>TOTAL other liabilities</b>	<b>50</b>	<b>50</b>

## 11. COMMITMENTS FOR EXPENDITURE

There were no commitments as at 30 June 2013 (2012 - nil).

## 12. CONTINGENT LIABILITIES

The Corporation is not currently involved in any legal cases where costs may be awarded against it.

## 13. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	2013 \$'000	2012 \$'000
Net cash provided by (used on) operating activities	(204)	(297)
Depreciation	(69)	(69)
Increase/(decrease) in receivables	(51)	(18)
Decrease/(increase) in payables	45	(74)
Decrease/(increase) in other	211	—
<b>Net result</b>	<b>(68)</b>	<b>(458)</b>

## 14. TRUST FUNDS

The following funds are excluded from the financial statements as the Corporation must use them for the conservation purposes as detailed in agreements with the State and Commonwealth Governments.

### Former Old Government House at Port Macquarie

The Corporation holds \$914,887 (2012: \$826,160) in trust for the conservation of the Old Government House archaeological site at Port Macquarie.

	2013 \$'000	2012 \$'000
Investment balance at the beginning of the year	826	675
Add: Receipts	89	151
<b>Investment balance at the end of the financial year</b>	<b>915</b>	<b>826</b>

## 15. FINANCIAL INSTRUMENTS

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

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

### (a) Financial instrument categories

Financial assets	Note	Category	Carrying amount	Carrying amount
			2013 \$'000	2013 \$'000
<b>Class</b>				
Cash and cash equivalents	4	N/A	3,512	3,716
Receivables 1	5	Loans and receivables (at amortised cost)	59	104
Financial assets at fair value	6	At fair value through profit or loss- classified as held for trading	2,169	1,957

Financial liabilities	Note	Category	Carrying amount	Carrying amount
			2013 \$'000	2013 \$'000
<b>Class</b>				
Payables 1	9	Financial liabilities measured at amortised cost	35	80

Note

1. Excludes statutory receivables of \$6k (2012: \$13k) and statutory payables of \$Nil (2012: \$Nil)

### (b) Credit risk

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

Credit risk arises from the financial assets of the Corporation, including cash, receivables, and authority deposits. No collateral is held by the Corporation. The Corporation has not granted any financial guarantees.

Credit risk associated with the Corporation's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW Treasury Corporation are guaranteed by the State.

#### Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. The TCorp Hour-Glass cash facility is discussed in paragraph (d) below.

#### Receivables – trade debtors

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

The Corporation is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2013: \$Nil ; 2012: \$Nil) and not less than three months past due (2013: \$19,403; 2012: \$19,403) are considered impaired and together these represent 32 per cent of the total trade debtors.

## 15. FINANCIAL INSTRUMENTS CONT'D

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the statement of financial position.

	TOTAL <sup>1,2</sup>	Past due but not impaired <sup>1,2</sup>	Considered impaired <sup>1,2</sup>
		\$'000	\$'000
<b>2013</b>			
< 3 months overdue	—	—	—
3 months — 6 months overdue	—	—	—
> 6 months overdue	19	—	19
<b>2012</b>			
< 3 months overdue	—	—	—
3 months — 6 months overdue	—	—	—
> 6 months overdue	19	19	—

- Notes
- Each column in the table reports 'gross receivables'.
  - The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' will not reconcile to the receivables total recognised in the statement of financial position.

### Authority deposits

The Corporation has placed funds on deposit with TCorp, which has been rated 'AAA' by Standard and Poor's. These deposits are similar to money market or bank deposits and can be placed 'at call' or for a fixed term. For fixed term deposits, the interest rate payable by TCorp is negotiated initially and is fixed for the term of the deposit, while the interest rate payable on at call deposits can vary. The deposits at balance date were earning an average interest rate of 2.52 per cent (2012: 4.90 per cent), while over the year the weighted average interest rate was 3.69 per cent (2012: 4.90 per cent) on a weighted average balance during the year of \$783K (2012: 759K). None of these assets are past due or impaired.

### (c) Liquidity risk

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Corporation may automatically pay the supplier simple interest. The rate of interest applied during the year was 12.5 per cent (2012: 12.5 per cent).

## 15. FINANCIAL INSTRUMENTS CONT'D

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

**Maturity analysis and interest rate exposure of financial liabilities**

	Nominal Amount	Interest Rate Exposure \$'000			Maturity Dates		
		Fixed Interest rate	Variable Interest rate	Non-Interest bearing	<1 year	1—5 years	>5 years
<b>2013</b>							
Payables	35	—	—	35	35	—	—
	<b>35</b>	<b>—</b>	<b>—</b>	<b>35</b>	<b>35</b>	<b>—</b>	<b>—</b>
<b>2012</b>							
Payables	80	—	—	80	80	—	—
	<b>80</b>	<b>—</b>	<b>—</b>	<b>80</b>	<b>80</b>	<b>—</b>	<b>—</b>

**(d) Market risk**

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The Corporation's exposures to market risk are primarily through interest rate risk on the Corporation's borrowings and other price risks associated with the movement in the unit price of the Hour-Glass Investment Facilities. The Corporation has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Corporation operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposure in existence at the balance date. The analysis is performed on the same basis for 2012. The analysis assumes that all other variables remain constant.

## 15. FINANCIAL INSTRUMENTS CONT'D

### (e) Interest Rate Risk

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

	Carrying Amount	\$'000			
		-1%		1%	
		Profit	Equity	Profit	Equity
<b>2013</b>					
<b>Financial assets</b>					
Cash and cash equivalents	3,512	(35)	(35)	35	35
Receivables	59	—	—	—	—
Financial assets at fair value	2,169	(22)	(22)	22	22
<b>Financial liabilities</b>					
Payables	35	—	—	—	—
<b>2012</b>					
<b>Financial assets</b>					
Cash and cash equivalents	3,716	(37)	(37)	37	37
Receivables	104	—	—	—	—
Financial assets at fair value	1,957	(20)	(20)	20	20
<b>Financial liabilities</b>					
Payables	80	—	—	—	—

## 15. FINANCIAL INSTRUMENTS CONT'D

### (f) Other price risk — TCorp Hour-Glass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour-Glass Investment Facilities, which are held for strategic rather than trading purposes. The Corporation has no direct equity investments. The Corporation holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment Horizon	2013 \$'000	2012 \$'000
Cash facility	Cash, money market instruments	Up to 1.5 years	796	768
Medium term growth facility	Cash, money market instruments, Australian and International bonds, listed property, Australian shares	3 years to 7 years	2,169	1,957

The unit price of each facility is equal to the total fair value of net assets held by the facility divided by the total number of units on issue for that facility. Unit prices are calculated and published daily.

NSW TCorp as trustee for each of the above facilities is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, TCorp acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hour-Glass facilities limits the Corporation's exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

NSW TCorp provides sensitivity analysis information for each of the investment facilities, using historically based volatility information collected over a ten year period, quoted at two standard deviations (i.e. 95 per cent probability). The TCorp Hour-Glass Investment Facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass statement).

	Impact on profit/loss		
	Change in Unit price	2013 \$'000	2012 \$'000
Hour Glass Investment - Cash facility	+/- 3.69%	29	(8)
Hour Glass Investment - Medium-term growth facility	+/- 10.74%	233	(117)

### (g) Fair value compared to carrying amount

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour-Glass facilities, which are measured at fair value. The value of the Hour-Glass Investments is based on the Corporation Sole's share of the value of the underlying assets of the facility, based on the market value. All of the Hour-Glass facilities are valued using 'redemption' pricing.

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

## 15. FINANCIAL INSTRUMENTS CONT'D

### (h) Fair value recognised in the statement of financial position

The Corporation uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

Level 1 — Derived from quoted prices in active markets for identical assets/liabilities.

Level 2 — Derived from inputs other than quoted prices that are observable directly or indirectly.

Level 3 — Derived from valuation techniques that include inputs for the asset/liability not based on observable market data (unobservable inputs).

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	2013 TOTAL \$'000
<b>Financial Asset at fair value</b>				
TCorp Hour-Glass Investment Facility	—	2,169	—	2,169
	<b>—</b>	<b>2,169</b>	<b>—</b>	<b>2,169</b>
<b>Financial Asset at fair value</b>				
TCorp Hour-Glass Investment Facility	—	1,957	—	1,957
	<b>—</b>	<b>1,957</b>	<b>—</b>	<b>1,957</b>

(The table above only includes financial assets, as no financial liabilities were measured at fair value in the statement of financial position). There were no transfers between level 1 and 2 during the year ended 30 June 2013.

## 16. EVENTS AFTER THE REPORTING PERIOD

The Corporation is not aware of any circumstances that occurred after balance date which would render particulars included in the financial statements to be misleading.

**End of audited financial statements**

**APPENDICES**  
**Administration**



## PRIVACY MANAGEMENT PLAN

Clause 6 of the *Annual Reports (Departments) Regulation 2010* requires a statement of the action taken by DPC in complying with the requirements of the *Privacy and Personal Information Protection Act 1998* (the *PPIP Act*), and statistical details of any review conducted by or on behalf of DPC under Part 5 of that Act.

In compliance with the provisions of the *PPIP Act*, DPC has a Privacy Management Plan and a designated privacy contact officer. Mechanisms have been established to make DPC staff aware of the *PPIP Act* and other privacy obligations. DPC's privacy policy is clearly set out at paragraphs 2.18–2.20 of its Code of Conduct. New staff members are briefed when joining DPC on their obligations under the code including in relation to the handling of personal information.

Following DPC's internal restructure, the plan was reviewed and amended in 2012. The plan is published on DPC's website:

<http://www.dpc.nsw.gov.au/PrivacyManagementPlan.pdf>

DPC is preparing an e-learning module for staff concerning the department's plan.

Since OEH and DLG maintain separate information systems (separate IT network and record keeping databases) and operate as separate offices/divisions, they continue to operate under their own plans, which are annexed to and form part of DPC's plan.

These plans are available online:

### OEH

<http://www.environment.nsw.gov.au/resources/whoware/privacy07292.pdf>

### DLG

<http://www.dlg.nsw.gov.au/dlg/dlghome/documents/GIPA/Privacy%20Management%20Plan.pdf>

Contact DPC's privacy contact officer at:  
Information Access Unit  
Office of General Counsel  
Department of Premier and Cabinet  
GPO Box 5341  
SYDNEY NSW 2001

Phone: (02) 9228 5871

Fax: (02) 9228 5542

### Internal reviews

No internal reviews were conducted by or on behalf of DPC under Part 5 of the *PPIP Act* during 2012–2013. One complaint was received under the *Health Records and Information Privacy Act 2002* (the *HRIP Act*). The internal review found no breach of the Act. One application for review under the *HRIP Act* was made to the Administrative Decisions Tribunal and judgement found in favour of DPC. A subsequent appeal by the applicant was dismissed.

## PUBLIC INTEREST DISCLOSURES

The *Public Interest Disclosures Act 1994*, section 31, requires each public authority to prepare an annual report on obligations under the Act. Accordingly, a combined report is presented here covering DPC, OEH and DLG. In accordance with Section 4 of the *Public Interest Disclosures Regulation 2011*, the following information is provided on public interest disclosures for the period 1 July 2012 to 30 June 2013:

(a) Number of public officials who made public interest disclosures .....	9
(b) Number of public interest disclosures relating to possible or alleged:	
(i) corrupt conduct.....	3
(ii) maladministration .....	5
(iii) serious and substantial waste of public money .....	0
(iv) government information contraventions .....	1
(v) local government pecuniary interest contraventions.....	0

**TOTAL number of public interest disclosures received .....**9

- |  |   |
|--|---|
| (c) Number of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period ...  | 3 |
| (d) An internal reporting policy has been established  |   |
| (e) Actions taken to ensure staff awareness of the policy and the protections under the Act are:   |   |
| • Email message sent to all staff on the provisions of the <i>Public Interest Disclosures Act 1994</i> .   |   |
| • Training provided to new staff as part of the induction program.   |   |
| • The internal Public Interest Disclosures Policy and Procedures document approved and emailed to all staff, with the email highlighting the main changes affecting staff. |   |
| • Links on the intranet to the Public Interest Disclosures Policy and Procedures.  |   |
| • Reference to the <i>Public Interest Disclosures Act</i> has been included in other departmental policies.  |   |
| • A procedures manual on how to handle public interest disclosures was issued to public interest disclosures coordinators.   |   |
| • Staff responsible for administering the <i>Public Interest Disclosures Act</i> attended training conducted by the Ombudsman's Office.                                    |   |
| • Discussions on public interest disclosures held at staff meetings.   |   |

Section 6CA of the Act requires each public authority to provide a report for each six month period to the Ombudsman on compliance with the obligations under the Act. In accordance with the Ombudsman's reporting system, information as shown above was provided within the statutory deadline.

## OVERSEAS VISITS

The following table lists all business related overseas visits by DPC staff (includes DLG and OEH).

Date	Officer	Destination	Purpose
24 June to 30 June 2012	*Rodney Bruce (Stoner)	Korea, China	Further several proposed investments in NSW and facilitate further investment from key trading partners
1 July to 6 July 2012	Bob You	Spain	Presentation of technical paper at the International Coastal Conference
19 July to 4 August 2012	Simon Hemer	Canada, USA	Response to request for international fire fighting support
29 July to 3 August 2012	Chris Eccles	China	Support the Premier's trade and investment mission to China
29 July to 3 August 2012	Peter McConnell (O'Farrell)	China	Support the Premier's trade and investment mission to China
29 July to 3 August 2012	Misha Fazio	China	Support the Premier's trade and investment mission to China
29 July to 3 August 2012	Paula Fitzpatrick	China	Support the Premier's trade and investment mission to China
8 August to 14 August 2012	David Hunter	Canada	Attend 7th World Congress of Herpetology
20 August to 25 August 2012	Isabelle Wolf	Sweden	Attend international conference, Monitoring and Management of Visitors in Recreational and Protected Areas
3 to September 12 September 2012	Sally Barnes	Korea	Attend IUCN World Conservation Congress
7 September to 11 September 2012	Carla Armanet	Korea	Attend IUCN World Conservation Congress
5 September to 9 September 2012	Stephanie Bott	New Zealand	Attend the World Indigenous Lawyers' Conference
9 September to 13 September 2012	David Keith	Korea	Attend the IUCN World Conservation Congress
24 September to 30 September 2012	Laurence McGrath (Berejiklian)	Hong Kong, Japan	Participated in the international market sounding for the North West Rail Link
27 September to 4 October 2012	Tim Robertson (Hazzard)	USA, Canada	Gained first hand insight into the operation of the planning systems in Vancouver, Portland, New York and Seattle
7 October to 15 October 2012	Neil Saintilan	USA	Attend the CI-UNEP Blue Carbon Working Group
27 October to 3 November 2012	Chris Eccles	India	Support the Premier's trade and investment mission to India
27 October to 3 November 2012	Peta Seaton (O'Farrell)	India	Support the Premier's trade and investment mission to India
27 October to 3 November 2012	Tina Lange	India	Support the Premier's trade and investment mission to India
27 October to 3 November 2012	Rochelle Hayes	India	Support the Premier's trade and investment mission to India
25 October to 26 October 2012	David Dawson (Hodgkinson)	New Zealand	Attended the Council of Australian Governments' Standing Council on Primary Industries
28 November to 6 December 2012	Andrew Humpherson (Hartcher)	Korea, China	Represented the NSW Government in meetings with investors in NSW resources projects and potential investors in the NSW electricity generation assets
2 December to 8 December 2012	Terry Koen	New Zealand	Attend Australasian Applied Statistics Conference 2012
3 December to 6 December 2012	Eren Turak	USA	Attend Group on Earth Biodiversity Network meeting
3 December to 8 December 2012	Thomas Callachor (Stoner)	China, Japan	Further several proposed investments in this state and seek investor migrants

\* Trip costs were expended from the 2012–2013 budget.

## OVERSEAS VISITS — CONT'D

Date	Officer	Destination	Purpose
25 January to 3 February 2013	Andrew Kirk (Skinner)	UK, Singapore, Hong Kong	Learn from key international counterparts regarding programs in health care being implemented in London, Singapore and Hong Kong
2 February to 10 February 2013	Bayfield Egerton-Warburton (Baird)	UK, USA	Met with rating agencies, investors, infrastructure groups and key trading partners with NSW
22 February to 1 March 2013	Brad Duncan	Norfolk Island	Maritime heritage fieldwork (supporting Norfolk Island Commonwealth Shipwreck Delegate)
11 March to 15 March 2013	Sally Barnes	USA	Attend Conference on Parks, Protected Areas and Cultural Sites
17 March to 24 March 2013	Alberta McAteer	New Zealand	Deliver training to facilitate the implementation of NABERS NZ (National Australian Built Environment Rating System New Zealand)
10 April to 16 April 2013	Sally Barnes	New Zealand	To attend meeting of the Standing Council on Environment and Water and meetings with New Zealand Department of Conservation
11 April to 15 April 2013	Carl Solomon	New Zealand	Attend meeting of the Standing Council on Environment and Water
11 April to 15 April 2013	Wendy Hills	New Zealand	Attend meeting of the Standing Council on Environment and Water
12 April to 19 April 2013	Scott Colefax	USA	Attend and present paper to 21st American Trails 'International Trails Symposium'
13 April to 19 April 2013	Tom Callachor (Stoner)	UAE, India	Further several proposed investments in this state and facilitate further investment from our key trading partners
20 April to 26 April 2013	Steve Fuller	UK	Attend Oil Spill International Network of Experts (OS NET) meeting
26 April to 30 April 2013	Eren Turak	China	Attend 3rd International Workshop on High Resolution Global Landcover Mapping
21 May to 27 May 2013	Nicholas Carlile	Norfolk Island Group	Field studies on the Threatened Providence Petrel
3 June to 8 June 2013	Eren Turak	UK	Attend planning meeting for stream 1 of the Sixth World Parks Congress being held in Sydney in 2014
8 June to 15 June 2013	Nicholas Carlile	South Africa	Participation in workshops and meetings on the conservation and recovery of the Endangered African Penguin and other threatened seabirds
1 June to 8 June 2013	Jaymes Boland-Rudder (O'Farrell)	China, Hong Kong	Support the Premier's trade and investment mission to China
1 June to 8 June 2013	Susan Calvert	China, Hong Kong	Support the Premier's trade and investment mission to China
5 June to 7 June 2013	Jessie Foran (Hartcher)	New Zealand	Review policy and best practices procedures in relation to Smart Meter technology
21 June to 30 June 2013	Genevieve McCabe	Portugal	Attend the 2013 Rotary International Convention in preparation for the Convention being held in Sydney in 2014

\* Trip costs were expended from the 2012–2013 budget.

## CONTROLLED ENTITIES

DPC is a separate reporting entity with no other entities under its control. OEH has no entities under its control.

## GOVERNMENT INFORMATION

### Obligations under *GIPA Act*

#### 1. Review of proactive release program — Clause 7(a)

Under section 7 of the *GIPA Act*, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

DPC's program for the proactive release of information involves reviewing the information sought and released pursuant to *GIPA* applications received over the financial year, considering the kinds of government information held by DPC that may be suitable for proactive release, and asking DPC groups and branches to submit information that is suitable for proactive release to DPC's IAU. Following this review, IAU considers whether there are any public interest considerations against disclosure of the information, whether consultation is required, and whether this would impose unreasonable additional costs to DPC.

During the reporting period, DPC continued this program by issuing a memorandum to groups and branches requiring them to report to IAU on any information that they hold, which may be suitable for authorised proactive release.

As a result of a review during the previous reporting period, DPC proactively released information concerning the costs of entitlements for former office holders. This information is available on DPC's website. As a result of a review during this reporting period, DPC has published detailed information concerning unsolicited proposals, which is publicly available at <http://www.nsw.gov.au/unsolicitedproposals>

OpenGov NSW contains information published by NSW Government agencies, including annual reports and open access information released under the *GIPA Act*. DPC's annual report is publicly available on the OpenGov NSW website at [www.opengov.nsw.gov.au](http://www.opengov.nsw.gov.au).

#### 2. Number of access applications received — Clause 7(b)

During the reporting period, DPC (including DLG and OEH) received 128 formal access applications (including withdrawn applications but not invalid applications).

### Guidance note

**Clause 7(b) refers to the total number of applications received, not decisions made about those applications. It does not cover informal requests.**

#### 3. Number of refused applications for Schedule 1 information — Clause 7(c)

During the reporting period, DPC (including DLG and OEH) refused 33 formal access applications because the information requested was information referred to in Schedule 1 to the *GIPA Act*. Of those applications, 13 were refused in full, and 20 were refused in part.

## 4. Statistical information about access applications — Clause 7(d) and Schedule 2

Table A Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	3	8	3	0	0	1	0	3
Members of Parliament	6	3	4	0	2	1	0	1
Private sector business	2	2	2	1	2	1	0	0
Not-for-profit organisations or community groups	7	1	2	1	1	1	0	0
Members of the public (application by legal representative)	1	3	2	2	0	1	0	1
Members of the public (other)	11	9	3	2	1	1	0	0
<b>TOTAL</b>	<b>30</b>	<b>26</b>	<b>16</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>5</b>

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

Table B Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	1	3	1	0	2	0	0	0
Access applications (other than personal information applications)	29	21	14	6	3	6	0	5
Access applications that are partly personal information applications and partly other	0	2	1	0	1	0	0	0

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).  
The total number of decisions in table B should be the same as table A.

Table C Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	9
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
<b>TOTAL number of invalid applications received</b>	<b>9</b>
Invalid applications that subsequently became valid applications	2

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

	Number of times consideration used*
Overriding secrecy laws	1
Cabinet information	13
Executive Council information	0
Contempt	5
Legal professional privilege	8
Excluded information	1
Documents affecting law enforcement and public safety	1
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

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

	Number of occasions when application not successful
Responsible and effective government	8
Law enforcement and security	4
Individual rights, judicial processes and natural justice	15
Business interests of agencies and other persons	7
Environment, culture, economy and general matters	1
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	1

**Table F**  
**Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	77
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	10
<b>TOTAL</b>	<b>93</b>

\*For each application not decided within time, a late decision was made under section 63(2) of the Act.

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

	Decision varied	Decision upheld	TOTAL
Internal review	3	8	11
Review by Information Commissioner*	1	5	6
Internal review following recommendation under section 93 of Act	0	0	0
Review by Administrative Decisions Tribunal (ADT)	0	0	0
<b>TOTAL</b>	<b>4</b>	<b>13</b>	<b>17</b>

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

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

	Number of applications for review
Applications by access applicants	9
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	6

### MAJOR CAPITAL WORKS

#### Major capital works managed by OEH in 2012–2013

Project	Cost to date (\$,000)	Estimated Completion
<b>Major new works</b>		
EDRMS	\$1,950	2013–2014
<b>Major works in progress</b>		
NPWS website upgrade	\$1,925	2013–2014
Acquisition of satellite imagery	\$17,673	2016–2017
Brigalow/Nandewar Establishment	\$22,598	2016–2017
New park establishment costs	\$36,995	2016–2017
Land purchases — Funded by grants and donations	\$118,356	2016–2017
Bush fire management equipment	\$23,804	2016–2017
Perisher range redevelopment	\$32,153	2025–2026
Kosciuszko centenary program	\$6,525	2025–2026
<b>TOTAL</b>	<b>\$261,979</b>	

There were no significant cost overruns in these projects.

### MANAGED LANDS AND WATERS

#### Lands reserved or dedicated under part 4A (Aboriginal Lands) of the *National Parks and Wildlife Act 1974*

OEH is committed to the reconnection to culture for Aboriginal communities, and contributes to the Aboriginal community's well-being through joint management arrangements. These arrangements provide Aboriginal communities greater involvement in the custodianship and management of national parks, reserves and other areas. This includes training, employment and other economic opportunities for Aboriginal communities associated with park management, such as contracts for works on the parks, cultural education programs and tourism opportunities.

Aboriginal joint management arrangements include six Aboriginal owned and leased back national parks. Boards of Management have been set up for each of the parks. These arrangements are established under Part 4A of the *National Parks and Wildlife Act 1974*.

Recurrent funding worth \$3.008 million was allocated for Aboriginal ownership and the lease back of national parks.

Achievements for the year include:

- \$1.9 million road upgrade program and 10,500 feral goats removed in Mutawintji National Park.
- The Gaagal Wanggaan (South Beach) National Park Board of Management attended training in governance and OEH selection techniques. This will allow board members to sit on OEH convened selection panels as community representatives. The board acquired 28 hectares of land for future addition to the Gaagal Wanggaan (South Beach) National Park.
- The Mount Grenfell Historic Site Board of Management prepared a draft Plan of Management for the Mount Grenfell Historic Site. The plan will be placed on public exhibition in 2013–2014. The board and OEH staff participated in cultural heritage surveys, and also attended a three day camp in the park. A DVD was produced showcasing the site's achievements over the past four years.
- In Worimi Conservation Lands, pest eradication programs were run, a sand mining rehabilitation program was finalised and gates were installed to control frontal dune system stabilisation works. The Worimi Conservation Lands Board of Management prepared a draft Plan of Management that will be placed on public exhibition in 2013–2014.
- The Boards of Management for Biamanga and Gulaga National Parks contributed to the purchase of Bell Brook Farm. The farm is proposed for inclusion into Gulaga National Park. A draft Plan of Management Yuin Bangguri (Mountain) Parks: incorporating Biamanga National Park and Gulaga National Park, was placed on public exhibition. The Boards of Management for both parks considered submissions from the public and signed off on the draft plan. The boards provided a submissions report to the National Parks and Wildlife Advisory Council, which will provide advice on the draft plan to the Minister for the Environment. Gulaga and Biamanga Boards of Management also signed off on the five year review of the lease between the Local Aboriginal Land Councils, as owners of the land, and the Minister for the Environment. An Aboriginal cadet ranger completed study and took up responsibility for the daily management of Gulaga National Park.
- Worimi, Gulaga and Biamanga National Parks Boards of Management were reappointed for five year terms.
- All the Chairs and Deputy Chairs of the six Boards of Management attended training focusing on intelligent negotiation techniques.

## Report on operations of the *Threatened Species Conservation Act 1995*

OEH administers the *Threatened Species Conservation Act 1995*, which aims to conserve biodiversity in NSW.

Individual species and habitats at risk of extinction were assisted through targeted projects such as:

- Rehabilitating remnant koala habitat in the Border Ranges/Great Eastern Ranges region.
- Collaborating with other states, Australian Government and CSIRO to survey all known grey-headed flying-fox camps across Australia four times per year for at least four years.
- Committing \$80,000 to researching the development of appropriate conservation techniques for 22 rare plants at risk of extinction.
- Allocating \$70,000 to brush-tailed rock-wallaby projects, including fox control.
- Fencing to protect the habitat of the last four mature Parris' Zieria plants in existence from goat grazing at a private property near Pambula in 2001. This resulted in the population increasing to 130 mature plants and numerous young plants.
- Collaborating with regional bodies to manage leaf eating psyllids affecting endangered Cumberland Plain Woodland. The Environmental Trust contributed \$400,000 to support research into insect control.
- Under the Act, the Scientific Committee conducts an annual assessment of the Shark Meshing (Bather Protection) Program Joint Management Agreements. The committee reviewed the Joint Management Agreements 2011–2012 Annual Performance Report for the program and made no recommendations.

## Status of wilderness areas

The *Wilderness Act 1987* provides the legislative framework for the nomination, assessment, identification and declaration of wilderness and its subsequent management. There are over two million hectares of declared wilderness in NSW, representing about 2.6 per cent of the state and 30 per cent of all OEH reserves.

Wilderness protection is in a phase of consolidation. This involves adjusting boundaries and adding in-holdings to existing wilderness areas to improve management. Three areas making up 56 hectares were added to Ettrema Wilderness in Morton National Park.

OEH seeks to expand opportunities for public enjoyment and appreciation of wilderness areas without compromising wilderness values. As a result, OEH continues to monitor commercial tours' potential impacts in these areas. There are 13 commercial operators licensed for activities in wilderness areas. Plans to increase public enjoyment and appreciation of wilderness areas also include a carefully monitored pilot program to trial horse riding in selected areas.

**APPENDICES**  
**Funding and Expenditure**



# AUDIT AND RISK MANAGEMENT

In accordance with Treasury Circular TC 09/08, the DG is required to provide an annual statement attesting to compliance with the core requirements of Treasury Policy TPP 09/05 Internal Audit and Risk Management Policy for the NSW public sector.

## Internal Audit and Risk Management Statement for the 2012-2013 Financial Year for the Department of Premier and Cabinet

I, Chris Eccles, Director General of the Department of Premier and Cabinet am of the opinion that the Department has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in NSW Treasury Circular TC 09-08 - Internal Audit and Risk Management Policy.

I, Chris Eccles am of the opinion that the Audit and Risk Management Committee for the Department of Premier and Cabinet is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09-08. The Chair and Members of the Audit and Risk Committee are:

- Independent Chair, Bruce Turner (Jan. 2010 – Dec. 2013)
- Independent Member, Arthur Butler (Jan. 2012 – Dec. 2015)
- Independent Member, Bonnie Boezeman (Mar. 2012 – Mar. 2014)
- Non-independent Member, Simon Smith (Nov. 2011 – Nov. 2013)
- Non-independent Member, Phil Minns (Mar. 2012 – Mar. 2014)

These processes provide a level of assurance that enables the senior management of the Department of Premier and Cabinet to understand, manage and satisfactorily control risk exposures. This assurance extends to the Office of Environment and Heritage and Division of Local Government.

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.



Chris Eccles  
Director General  
Department of Premier and Cabinet

.....20/8/13.....  
Date

## DPC

A risk management culture has been embedded into DPC's management practices through:

- Issuing to all employees the Risk Management Policy and Framework, Fraud and Corruption Control Policy and Strategy and Public Interest Disclosures Policy and Procedures.
- Conducting employee awareness programs including an induction program and e-learning modules on risk management, fraud and corruption control and public interest disclosures.
- Reviewing all DPC policies to ensure risk management has been addressed.
- Benchmarking DPC's Risk Management Policy against NSW Treasury's Risk Management Toolkit.
- Reviewing DPC's risk profile by undertaking an enterprise wide corporate risk assessment.
- Completing and issuing the annual report on legislative compliance.
- Conducting internal audits as per DPC's Internal Audit Charter and program.
- Operating the ARMC as set out in the Internal Audit and Risk Management Committee Charter.

Corporate risk management procedures incorporate risk identification, analysis, evaluation and treatment, as well as management and employee accountabilities. Risk is also addressed through insurance arrangements. The policy and guidelines are supplemented by WHS procedures.

The Auditor-General reviewed NSW Government agencies' compliance with core requirements of NSW Treasury's Internal Audit and Risk Management Policy for the NSW public sector and reported that DPC complied in all material aspects with the requirements of the policy.

The ARMC oversees implementation of the approved internal audit program conducted by Deloitte Touche Tohmatsu. The internal audits conducted by Deloitte within DPC during the year were assessed as having a rating level of 'good', with one rated as 'fair'. These consisted of the following audits:

- credit card expenditure
- closing the books: month end financial management
- leave management
- voluntary redundancy management
- WHS management and compliance
- follow up of agreed actions from previous year's audits.

The internal audits were assessed as having a rating level of 'good', with one rated as 'fair'.

Audits that were commenced but still in progress at year's end were:

- website management
- Cabinet management system
- procurement practices related to motor vehicles.

## OEH

OEH's internal audit function provides assurance on the effectiveness of its internal control environment and identifies opportunities for performance improvement.

OEH's comprehensive internal audit program helps to ensure its programs and processes comply with legislation and management best practice.

OEH has an Audit and Risk Committee (OEH ARC), which is a sub-committee of the DPC Audit and Risk Management Committee, to comply with the requirements of NSW Treasury policy. The OEH ARC oversees OEH's finance and administration, risk management and fraud and corruption controls. Conservation compliance is overseen by the separate Conservation Audit and Compliance Committee (CACC), established under the *National Parks and Wildlife Act 1974*. CACC's work is coordinated with OEH ARC. Both OEH ARC and CACC meet quarterly, and officers from the Audit Office of NSW regularly attend meetings as observers.

OEH's internal audit function is managed by the Chief Audit Executive (CAE) with the provision of internal audit services outsourced. Internal audit reports are submitted through the CAE to the appropriate audit committee, and report recommendations are monitored to ensure they are fully implemented. OEH's internal auditor for 2012–2013 was Internal Audit Bureau (IAB) Services.

OEH completed the following audit reports during 2012–2013 and presented them to the OEH ARC:

- RMS drives
- Health checks of the flight operations unit and Upper Murray Area office
- Revenue handling and collection
- Procurement
- IT security of data and software management
- Management of confidential information and documents
- Personnel and payroll
- World Heritage funding
- Home Power Saving Program.

OEH completed and presented the following audits to the OEH ARC and CACC:

- Management of tour operators' compliance with licence conditions.
- Firearms self-audit.
- Fire management systems.
- Tender for non-fire specialist aviation contractors.
- Non-fire specialist aviation service providers.

CACC receives regular updates on the progress of the three-year Plan of Management Program for national parks and reserves that commenced in 2009–2010. This is to ensure statutory plans of management are being implemented.

The above audits of OEH activities found that operation and administrative systems were largely sound. There are no areas identified with extreme risk ratings. Some areas identified as having a high risk rating are controlled through the implementation of agreed recommendations. The majority of areas have medium to low risk ratings.

## Significant matters in audit reports and external reviews

No significant matters were raised in the ongoing audit reports or external reviews for 2012–2013.

## INSURANCE

Areas of risk and related insurance costs									
Area of risk	DPC			OEH			DLG		
	Insurer	2011–2012 (\$'000)	2012–2013 (\$'000)	Insurer	2011–2012 (\$'000)	2012–2013 (\$'000)	Insurer	2011–2012 (\$'000)	2012–2013 (\$'000)
Workers compensation	Employers Mutual	492	440	QBE	5,381*	5,092*	Allianz	38.7	62
Public liability	GIO	66	62	GIO	3,796	4,119	GIO	1.5	1.3
Property	GIO	58	64	GIO	2,419	2,810	GIO	13.7	14.2
Motor vehicles	GIO	122	107	GIO	1,357*	1,451*	GIO	4.8	6.6
Miscellaneous (Fire Funding Fund)	—	—	—	GIO	8,000	6,000	—	—	—
Miscellaneous (other)	GIO	4	5	GIO	64	87	GIO	0.3	0.4
<b>TOTAL</b>	<b>—</b>	<b>742</b>	<b>678</b>	<b>—</b>	<b>21,017</b>	<b>19,559</b>	<b>—</b>	<b>59</b>	<b>84.5</b>

\* Includes hindsight adjustments relating to prior year premiums.

### DPC

DPC has insurance cover for all major assets and significant risks, through the NSW Government self-insurance scheme (the NSW TMF). This includes full workers compensation, motor vehicle accident, property, liability and miscellaneous insurance cover.

### OEH

OEH has insurance cover through the NSW TMF, which used QBE for workers' compensation and GIO General Ltd for other risk areas.

### DLG

In 2011–2012, the NSW Auditor-General undertook a performance review of the DLG. The "Monitoring Local Government" Performance Audit Report was tabled in Parliament on 26 September 2012. The DLG has taken a positive approach to implementing and accepting the recommendations.

## STATEMENT OF RESPONSIBILITY (CREDIT CARD USE)

This statement covers DPC, including DLG and OEH.

DPC's credit card policies and procedures outline conditions for eligibility, usage and management of corporate cards. These are consistent with NSW Government policy as outlined in relevant Treasury Circulars and Treasurer's Directions. The Director General certifies that credit card use in DPC has been in accordance with government requirements.

## CONSULTANCIES

## Consultancies of value EQUAL TO OR MORE THAN \$50,000

Name of consultant	The title/nature of the consultancy	Cost
<b>Finance and accounting</b>		
Corporate Value Associates	Review of Funding Arrangements	\$308,000
Internal Audit Bureau of NSW	Jenolan Caves Visitor Use and Services Zone Divestment — Financial Due Diligence	\$50,718
Pacific Road Corporate Finance	Jenolan Caves Visitor Use and Services Zone Divestment — Financial and Commercial Advice	\$268,945
<b>Legal</b>		
Baker & McKenzie	Crown Limited Resort Unsolicited Proposal Assessment	\$144,227
Gilbert + Tobin	Advice relating to the Asbestos Injuries Compensation Fund	\$93,465
Taylor Fry Pty Ltd	Law Reform Commission Report Review	\$55,000
<b>Environmental</b>		
Godden Mackay Logan	Toorale Interpretation Strategy	\$72,445
<b>Organisational review</b>		
KPMG	Preparation of T2 Business Case	\$571,858
KPMG	OEH Operating Model	\$140,925
KPMG	Heritage Review	\$136,500
KPMG	Quality Assurance Review	\$132,374
Third Horizon Consulting Partners	Preparation of business case for Premier and Cabinet Cluster corporate shared services reform	\$516,846
Third Horizon Consulting Partners	Additional analytics re business case for Premier and Cabinet Cluster corporate shared services reform	\$198,300
Third Horizon Consulting Partners	DPC Corporate and Shared Services Reform	\$ 66,100
<b>Information technology</b>		
Deloitte Touche Thomatsu	Review of Business information Systems Development and Delivery	\$216,557
<b>Management services</b>		
Boston Consulting Group	Better Regulation Office Strategy Review	\$90,300
Business Aspect Pty Ltd	Smarter Administrative Regulation Project	\$106,875
David Richmond Consulting Pty Ltd	Consulting advice for AFC Asian Cup 2015 and 2015 ICC Cricket World Cup	\$63,525
Deloitte Access Economics	Red Tape Savings Verification	\$108,780
Deloitte Touche Tohmatsu	Crown Limited Resort Unsolicited Proposal Stage 2 Assessment — Economic Assessment	\$477,757
Geoff Parmenter	Consultancy services related to NSW' hosting strategy and negotiations for 2015 ICC Cricket World Cup	\$50,000
KPMG	KTS Location-Based Evaluation	\$279,794
KPMG	Cost to Business — regulatory burden case studies	\$154,228
KPMG	Guidance on risk-based mitigation	\$53,276
Napier & Blakeley	Jenolan Caves Visitor Use and Services Zone Divestment — Asset Condition and Risk Assessment	\$101,552
PwC	Composite Indicator of Regulatory Burden	\$ 194,525
Whyte Corporation Pty Ltd	OEH Executive Induction	\$74,180
Xchanging Procurement Services	Procurement Accreditation Advice	\$59,188
<b>TOTAL number of individual consultancies with a value equal to or more than \$50,000 is: 28</b>		<b>\$4,786,240</b>

## FUNDS AND GRANTS

## Consultancies of value LESS THAN \$50,000

Consultancy category	Number	Cost
Finance and accounting	4	\$72,320
Legal	3	\$10,144
Environmental	8	\$151,766
Organisational review	8	\$154,967
Information technology	2	\$49,281.82
Management services	38	\$703,004
Training	1	\$4,545.45
Customer service	3	\$28,300
<b>TOTAL number of individual consultancies with a value less than \$50,000 is:</b>	<b>67</b>	<b>\$1,174,328.27</b>

## Economic and regional coordination

Name of organisation	Nature and purpose of grant	Amount paid
Aboriginal Affairs NSW	Illawarra Aboriginal Cross-Agency Working Group 2012–2013 contribution	\$5,000
Toomelah Public School	Toomelah Public School Centenary Celebration Contribution	\$3,275
Department of Finance and Services	Aboriginal Art Competition Sponsorship	\$3,000
<b>TOTAL number of grants is: 3</b>		<b>TOTAL \$11,275</b>

Administrative support to the government  
Miscellaneous and rural and regional grants  
approved by the Premier

Name of organisation	Nature and purpose of grant	Amount paid
40K Foundation Australia	NSW Premier's Scholarships for 40K Globe program in India	\$10,000
Advance — Global Australian Professionals	Support for the Advance Global Australian Awards	\$30,000
Alzheimer's Australia NSW	Donation to Alzheimer's Australia Memory Walk and Jog	\$5,000
Anglicare NSW	Donation to organisation	\$25,000
Asbestos Diseases Foundation of Australia (ADFA)	Donation towards the 2013 ADFA's Gala Race Day	\$5,000
Australian Air League Riverwood Squadron	Funding to upgrade a flight simulator	\$1,000
Australian Red Cross	Donation to Red Cross Calling Appeal 2013	\$200,000
Barnardos	2013 Barnardo's Australia's Mother of the Year	\$16,000
Bathurst District Historical Society Inc	To support Bathurst Weekend Festival	\$1,500
Berry Show Society Inc	Funding for the 125th Berry Show celebrations	\$5,000
Biaggio Signorelli Foundation	Donation to foundation	\$40,000
Blue Mountains City of the Arts Trust	Funding to restore mural at pedestrian underpass, Katoomba Rail Station	\$2,500
Bomaderry Public School	Funding towards iPads at Bomaderry Public School to support special needs classes	\$1,850
Bowls Past Presidents Association of NSW Inc	Funding towards running the bowls carnival	\$2,000

## Administrative support to the government — Cont'd

Name of organisation	Nature and purpose of grant	Amount paid	Name of organisation	Nature and purpose of grant	Amount paid
<b>Braidwood Central School</b>	Funding towards a commercial kitchen in the school/community gymnasium	\$7,500	<b>Goulburn Mulwaree Council</b>	Funding to support Goulburn's 150 year Anniversary	\$76,000
<b>Bravehearts Inc</b>	Donation to White Balloon Day during National Child Protection Week	\$5,000	<b>Greek Orthodox Community of NSW</b>	Funding assistance for the 2013 Greek Festival	\$50,000
<b>Bravehearts Inc</b>	Donation to organisation	\$25,000	<b>Gundagai Community Choir</b>	Support for the Community Choir	\$1,000
<b>Byrson Anderson Memorial Fund</b>	Donation to Police Bank for the Byrson Anderson Memorial Fund	\$10,000	<b>Hartley District Progress Association</b>	Funding for the staging of an Images Exhibition — A Moment In Time	\$1,000
<b>Can Assist-Cancer Patients Assistance Society Of NSW</b>	Donation to organisation	\$25,000	<b>Hawkesbury City Council</b>	Funding for a monument in memory of William Cox and William Evans	\$2,500
<b>Catherine Hill Bay SLSC</b>	Funding towards the purchase of a new outboard motor for the rescue boat	\$4,857	<b>Headspace Wollongong</b>	Funding to support Headspace Wollongong work	\$1,000
<b>Caves Beach Surf Life Saving Club</b>	Funding to purchase an all terrain vehicle	\$9,000	<b>Illawarra Folk Club</b>	Funding to support the 2013 Illawarra Folk Festival	\$5,000
<b>Central Tablelands Woodcraft</b>	Funding to increase the public presence of the annual craft on show	\$3,000	<b>Illawarra Folk Club</b>	Funding for the inaugural Folk by the Sea Festival	\$10,000
<b>Charlton Apec Trailblazers Pty Ltd</b>	Donation to United Nations ESCAP 10th Annual Business Forum and Conference	\$24,000	<b>Inala, a Rudolf Steiner Organisation</b>	Donation to organisation	\$5,000
<b>Commando Welfare Trust</b>	Donation in lieu of flowers for the funeral of Private Nathanael Galagher	\$5,000	<b>Inverell Show Society</b>	Funding to upgrade office equipment	\$1,144
<b>Community Links Wollondilly</b>	To provide Christmas dinner to 50 families who have had a difficult year during 2012	\$1,500	<b>Kiama Bowling and Recreation Club Ltd</b>	Funding towards the purchase of a defibrillator machine	\$1,250
<b>Community Relations Commission</b>	Funding towards the NSW Human Rights Award	\$20,000	<b>Kiama Jazz Club</b>	Funding for the 2013 Kiama Jazz and Blues Festival	\$10,000
<b>Department of Premier and Cabinet</b>	Lighting of the Sydney Opera House Sails for Chinese New Year	\$79,517	<b>Kiama Tennis Club</b>	Funding towards the purchase of a defibrillator machine	\$1,150
<b>Don't Dis My ABILITY</b>	Funding support for the 2012 Don't DIS My ABILITY campaign	\$5,000	<b>Kidzwish Foundation</b>	Funding for the Kidzwish Christmas Party	\$10,000
<b>Ekushe Academy Australia Inc</b>	Funding to support the Bengali communities Language Movement Day	\$500	<b>Lifeline</b>	Donation to Lifeline to assist country centres in NSW	\$50,000
<b>Fight Against Cancer Macarthur Inc</b>	Donation to organisation	\$5,000	<b>Lifeline Macarthur</b>	Donation to Lifeline Macarthur's 2013 fundraising dinner	\$2,500
<b>Forbes Town and District Band Inc</b>	Funding to complete work on the roof of the community band hall	\$8,000	<b>Lions Club of Cambridge Park Inc</b>	Donation to Lions Club so they can assist Ben Marshal purchase a wheelchair	\$2,500
<b>Future Direction Network</b>	Donation to organisation	\$24,000	<b>Lithgow City Council</b>	Cox's Road Signage Project	\$18,000
<b>Gateshead West Public School</b>	Funding for a new honour board	\$3,000	<b>Lugarno Lions Club</b>	Funding to assist with the 2013 Lugarno Lions Festival	\$3,000
<b>General Sir John Monash Foundation</b>	Payment for the General Sir John Monash Foundation Scholarships	\$60,000	<b>Luke Priddis Foundation</b>	Donation to foundation	\$5,000
<b>George Naim Khattar Foundation</b>	Funding for Reaching Out program	\$5,000	<b>Macarthur Collegians Cycling Club Inc</b>	Funding to assist the Goulburn to Sydney Cycle Classic 2013	\$30,000
<b>Georges River Lioness Club</b>	Funding to assist with holding stalls at The Lions 33rd Spring Festival	\$1,000	<b>Maccabi NSW</b>	Funding towards the 2013 Maccabi Sports Carnival to be hosted in Sydney	\$15,000
			<b>Our Lady Of Lebanon Maronite Catholic Parish</b>	Donation to Our Lady of Lebanon, Fundraising Dinner	\$15,000
			<b>Maronite Eparchy of Australia</b>	Funding to assist with Census project	\$50,000
			<b>Men of League Foundation</b>	Donation to the foundation	\$60,000

## Administrative support to the government — Cont'd

Name of organisation	Nature and purpose of grant	Amount paid	Name of organisation	Nature and purpose of grant	Amount paid
Minister Annesley MP	Reception for NSW members of the Australian delegation — Maccabiah Games	\$3,417	Rotary Club of Sydney	Donation to improve health outcomes in Timor-Leste	\$2,500
Miracle Babies Foundation	Donation to organisation	\$5,000	Royal Humane Society of NSW	Funding to assist with Annual Bravery Awards	\$5,000
Mother's Day Classic	Donation to the Mother's Day Classic	\$5,000	RSL Australia (NSW Branch)	Funding for 2013 ANZAC Day activities	\$50,000
Mrs Ivy Sutton	Funding for an iPad as a learning tool for Robert, a child with cerebral palsy	\$1,000	RSPCA NSW — Sydney Million Paws Walk	Donation to Million Dollar Paws Walk 2013	\$50,000
National Heart Foundation of Australia (NSW Division)	Donation to doorknock appeal	\$5,000	Shoalhaven City Concert Band	Funding to purchase a new set of Timpani and bells	\$5,000
National Rugby League Limited	To support the NRL's Indigenous Program	\$10,000	Sir Roden and Lady Cutler Foundation Inc	Funding to continue and extend services of the Foundation	\$10,000
National Servicemens Association Of Australia Shoalhaven Sub Branch	Funding to restore a 25 pounder field gun	\$2,500	Slim Dusty Foundation	Fundraising pledge	\$25,000
New England Echidna's Rugby League Team	Funding to support USA Rugby League 9's Tournament and cultural trip	\$10,000	Slim and Joy Statue Appeal Committee	Donation towards the Slim and Joy Bronze Statue Appeal	\$10,000
NSW Wheelchair Rugby League	Funding to attend the "Festival of Rugby" wheelchair world championships	\$5,000	SMILE Foundation	Funding assistance to support the organisation's work in Western Sydney	\$25,000
Nowra Wrap with Love	Funding to purchase a portable sewing machine and laptop computer	\$984	South Coast Group 7 Rugby League	To celebrate 100 years of Rugby League and pay tribute to past and present figures	\$7,500
Nowra-Greenwell Point RSL Sub Branch	Funding to assist with costs associated with running 'Digger Day'	\$10,000	South Narrabeen Surf Lifesaving Club	Support the Bush to Beach Program	\$3,000
Now-Remembered Australians Inc	Funding for a 25 seater bus	\$35,000	Southern Highlands International Piano Competition Inc	Funding to assist with marketing and advertising of the competition	\$5,000
Odyssey House McGrath Foundation	Donation to Odyssey House to support 'The Diversity Challenge'	\$2,500	Southern Highlands Support Group	Funding assistance for support equipment	\$3,000
Office of Veterans Affairs (Anzac Memorial Building Fund)	Funding for youth component of the Anzac Community Grants Program	\$50,000	Southern NSW Local Health District	Funding for the removal and disposal of asbestos from Rusten House	\$6,310
Parramatta High School	Funding to support Parramatta High School's 2013 Centenary celebrations	\$10,000	Southside Paddlers Club	Funding for a permanent clubhouse on the banks of the Woronora River	\$5,000
Penwood Railroad Inc	Funding to assist the reopening of Penwood Railroad	\$5,000	Special Olympics Australia	Funding to support Special Olympics Australia	\$7,500
Raglan Gallery	Funding for a security upgrade	\$3,000	Sports Culture & Education Association Inc (SCEA)	Funding to promote sports and cultural exchange programs	\$2,106
Renwick Reunion	Funding public liability premium for the Renwick Reunion	\$209	St Christopher's School Holsworthy	Funding assistance to purchase two new flag poles	\$3,900
Reserve Forces Day Council Inc	Funding for Reserve Forces Day Parade 2013	\$20,000	St. Vincent de Paul	Donation to Matthew Talbot Homeless Services Appeal	\$25,000
Resourceful Australian Indian Network (RAIN)	Funding for a disability access ramp	\$2,000	Sydney Baseball Lions Club	Funding for the purchase and training of a seeing eye dog named Cleo	\$2,500
Rotary Club of Berry Gerringong Inc	Funding to complete a walkway from Queen Street to the hospital	\$3,500	Sydney Children's Hospital Foundation	Donation to Sydney Children's Hospital Gold Telethon 2013	\$25,000
			Sydney Special Children's Christmas Party	Funding for the Special Children's Christmas Party	\$10,000
			The Council of Camden	Funding to support 2013 Paws in the Park	\$1,000

## Administrative support to the government — Cont'd

Name of organisation	Nature and purpose of grant	Amount paid
The Exodus Foundation	Donation to foundation	\$25,000
The Jimmy Little Foundation	Funding to host an event to celebrate Jimmy Little's life	\$3,000
The Mater Dei Foundation	Donation to fundraising dinner	\$5,000
The McGrath Foundation	Donation to foundation	\$25,000
The Novus Foundation	Donation to foundation	\$5,000
The Primary Club of Australia	Funding for the Marathon Cricket event at the SCG	\$25,000
The Rock Pre School	Donation towards the inaugural fundraising dinner	\$1,000
The Rotary Club of Macarthur Sunrise Inc	Donation towards various community activities and projects	\$1,000
The Salvation Army	Support for 2013 Red Shield Appeal	\$200,000
The Salvation Army	Donation to Salvo's Oasis Youth Support Network Foundation	\$25,000
Tingha Regeneration Inc	Funding to upgrade signage for the Tingha Caravan Park	\$2,151
Toronto Workers Kookaburras	Funding for new mowers	\$1,575
TRI Community Exchange Inc	Funding towards 2013 ZEST Awards	\$5,000
United Nations Association of Australia NSW Inc	Funding to assist with running costs	\$3,000
Wagga Wagga Tennis Association	Funding assistance towards the upgrade of tennis courts	\$10,000
Warrumbungle Shire Council	Donation to assist the community after devastating fires	\$70,000
Western Sydney Wanderers FC Pty Ltd	To support a goodwill tour to Guangdong Province and Tokyo Metropolis	\$75,000
Wheelchair Sports NSW	Donation to continue vital sporting programs	\$10,000
Wheelchair Sports NSW	Prize money in honour of the 25th Anniversary of OzDay 10K in 2014	\$30,000
Woniara Road School	Funding to replace music equipment	\$500
www.mycause.com.au	Donation towards Monique and Family fundraising appeal	\$1,000

Name of organisation	Nature and purpose of grant	Amount paid
Youth Alive NSW	Funding towards the Big Exo Day event	\$10,000
Youth Off The Streets	Support for 'Hogs for Homeless' tour who raise money for 'Youth Off The Streets'	\$10,000
Youth Solutions	Funding support for the Annual Charity Dinner 2013	\$2,000
<b>TOTAL number of grants is: 129</b>		<b>TOTAL \$2,125,420</b>

## Other grants

Name of organisation	Nature and purpose of grant	Amount paid
Enough is Enough	Contribution to accommodation costs and victims support programs	\$367,000
History Council of NSW	To support activities in commemoration of the Bicentenary of the Crossing of the Blue Mountains	\$30,000
Potts Point Partnership Inc	Kings Cross Festival	\$200,000
NSW Olympic Council	Grant to subsidise office accommodation relocation	\$100,000
Royal Australian Historical Society	To support activities in commemoration of the Bicentenary of the Crossing of the Blue Mountains	\$80,000
Victorian Automobile Chamber of Commerce	Funding contribution for the National Electric Vehicle Standards Project	\$70,000
<b>TOTAL number of grants is: 6</b>		<b>TOTAL \$847,000</b>

## Pensioner Rebate Scheme

Provides up to 55 per cent rebate to local councils for the cost of providing rates concessions to eligible pensioners.

Council	Amount paid
Albury City Council	\$781,111.18
Armidale Dumaresq Council	\$370,140.13
Ashfield Municipal Council	\$286,364.89
Auburn Municipal Council	\$463,916.19
Ballina Shire Council	\$781,694.19
Balranald Shire Council	\$32,536.70
Bankstown City Council	\$1,792,740.74
Bathurst Regional Council	\$538,864.57
Bega Valley Shire Council	\$771,179.51
Bellingen Shire Council	\$259,813.43
Berrigan Shire Council	\$221,554.94
Blacktown City Council	\$1,888,627.02
Bland Shire Council	\$89,933.82
Blayney Shire Council	\$197,140.30
Blue Mountains City Council	\$875,633.01
Bombala Council	\$58,148.06
Boorowa Council	\$53,778.95
Botany Bay City Council	\$341,672.77
Bourke Shire Council	\$27,474.99
Brewarrina Council	\$11,397.56
Council of the City of Broken Hill	\$384,699.28
Burwood Council	\$245,157.03
Byron Shire Council	\$448,772.26
Cabonne Shire Council	\$176,972.85
The Council of Camden	\$340,271.62
Campbelltown City Council	\$954,389.90
City of Canada Bay Council	\$544,611.87
Canterbury City Council	\$1,330,769.74
Carrathool Shire Council	\$38,221.40
Central Darling Shire Council	\$18,637.75
Cessnock City Council	\$648,967.32
Clarence Valley Council	\$1,285,391.51
Cobar Shire Council	\$63,960.17
Coffs Harbour City Council	\$1,321,292.58
Coolamon Shire Council	\$70,498.46
Cooma-Monaro Council	\$183,680.41
Coonamble Shire Council	\$77,201.49

Cootamundra Shire Council	\$258,465.99
Corowa Shire Council	\$321,960.57
Cowra Shire Council	\$295,970.38
Deniliquin Council	\$183,533.85
Dubbo City Council	\$501,305.70
Dungog Shire Council	\$98,980.23
Eurobodalla Shire Council	\$1,026,603.94
Fairfield City Council	\$1,723,415.28
Forbes Shire Council	\$173,655.62
Gilgandra Council	\$74,518.97
Gloucester Shire Council	\$84,299.70
Gosford City Council	\$2,970,488.30
Goulburn Mulwaree Council	\$503,488.16
Great Lakes Council	\$753,605.15
Greater Hume Shire Council	\$160,724.20
Greater Taree City Council	\$828,059.51
Griffith City Council	\$328,746.63
Gundagai Shire Council	\$65,338.72
Gunnedah Shire Council	\$204,067.96
Guyra Shire Council	\$87,443.69
Gwydir Shire Council	\$130,131.72
Harden Shire Council	\$102,689.54
Hawkesbury City Council	\$467,850.47
Hay Shire Council	\$62,746.93
The Hills Shire Council	\$983,775.24
Holroyd City Council	\$824,679.62
Hornsby Shire Council	\$980,161.70
Hunter's Hill Council	\$55,016.34
Hurstville City Council	\$703,653.55
Inverell Shire Council	\$357,327.08
Jerilderie Shire Council	\$23,339.49
Junee Shire Council	\$85,694.93
Kempsey Shire Council	\$556,459.26
Kiama Municipal Council	\$235,644.71
Kogarah Municipal Council	\$433,233.79
Ku-ring-gai Council	\$487,426.20
Kyogle Council	\$196,265.08
Lachlan Shire Council	\$109,461.58
Lake Macquarie City Council	\$2,463,089.10
Lane Cove Municipal Council	\$133,900.21
Leeton Shire Council	\$180,671.70

## Pensioner Rebate Scheme — Cont'd

Council	Amount paid
Leichhardt Council	\$270,200.87
Lismore City Council	\$771,995.40
City of Lithgow Council	\$473,439.13
Liverpool City Council	\$1,023,067.03
Liverpool Plains Shire Council	\$171,030.20
Lockhart Shire Council	\$46,509.13
Maitland City Council	\$659,667.04
Manly Council	\$191,588.15
Marrickville Council	\$511,384.80
Mid Western Regional Council	\$389,670.45
Moree Plains Council	\$126,171.90
Mosman Municipal Council	\$92,544.06
Murray Shire Council	\$145,098.09
Murrumbidgee Shire Council	\$59,387.61
Muswellbrook Shire Council	\$167,942.40
Nambucca Shire Council	\$953,049.42
Narrabri Shire Council	\$192,231.96
Narrandera Shire Council	\$124,177.23
Narromine Shire Council	\$100,052.91
Newcastle City Council	\$1,636,702.11
North Sydney Council	\$199,292.76
Oberon Council	\$68,226.65
Orange City Council	\$634,613.27
Palerang Council	\$94,808.66
Parkes Shire Council	\$276,804.81
Parramatta City Council	\$1,081,522.63
Penrith City Council	\$1,314,309.86
Pittwater Council	\$389,800.58
Port Macquarie Hastings Council	\$1,836,088.78
Port Stephens Council	\$781,938.93
Queanbeyan City Council	\$403,224.19
Randwick City Council	\$731,315.11
Richmond Valley Council	\$469,480.81
Rockdale City Council	\$980,375.09
City of Ryde	\$745,317.02
Shellharbour City Council	\$746,330.39
Shoalhaven City Council	\$2,587,185.82
Singleton Shire Council	\$213,188.75
Snowy River Shire Council	\$72,403.53
Strathfield Municipal Council	\$186,099.34

Council	Amount paid
Sutherland Shire Council	\$1,851,281.32
The Council of the City of Sydney	\$382,765.15
Temora Shire Council	\$121,274.73
Tenterfield Shire Council	\$152,421.72
Tumbarumba Shire Council	\$61,161.34
Tumut Shire Council	\$247,056.58
Tweed Shire Council	\$1,930,018.50
Upper Hunter Shire Council	\$220,880.41
Upper Lachlan Shire Council	\$112,135.01
Uralla Shire Council	\$107,964.62
Wagga Wagga City Council	\$657,416.34
Council of the Shire of Wakool	\$78,300.34
Walcha Council	\$52,695.92
Walgett Shire Council	\$89,443.58
Warren Shire Council	\$47,143.16
Warringah Council	\$1,032,481.60
Warrumbungle Shire Council	\$236,097.21
Waverley Council	\$323,606.24
Weddin Shire Council	\$74,941.12
Wentworth Shire Council	\$99,953.24
Willoughby City Council	\$294,509.23
Wingecarribee Shire Council	\$863,633.31
Wollondilly Shire Council	\$315,566.75
Wollongong City Council	\$2,222,373.41
Woollahra Municipal Council	\$135,537.49
Wyong Shire Council	\$3,352,511.33
Yass Valley Council	\$137,209.68
Young Shire Council	\$248,787.45
Central Tablelands Water	\$56,122.70
Goldenfields Water County Council	\$100,362.85
Riverina Water County Council	\$49,932.12
Riverina Water County Council	\$150,987.13
Rous Water	\$9,520.24
Glen Innes Severn Council	\$212,822.41
Midcoast Water	\$916,258.75
Tamworth Regional Council	\$1,054,577.52
Urana Shire Council	\$17,847.88
Wellington Council	\$170,157.93
<b>TOTAL number of grants is: 156</b>	<b>TOTAL \$78,301,102.56</b>

## Regional Operations and Heritage

Name of organisation	Nature and purpose of grant	Amount paid
AIA NSW Chapter	Heritage Project	\$30,620.00
Anglican Church of Australia — Holy Trinity Parish Orange	Works Project	\$30,000.00
Anglican Diocese of Sydney	Water and Energy Efficiency Project	\$1,000.00
Baptist Community Services	Water Efficiency Project	\$1,436.00
Brayside Community Preschool Inc	Energy Efficiency Project	\$4,588.20
Catholic Parish of Mary Queen of Apostles Goulburn	Works Project	\$37,526.00
Central Coast Community Energy Association Inc	Community Energy Project	\$50,000.00
Central NSW Renewable Energy Co-Operative	Energy Efficiency Project	\$60,000.00
Christ Church Cathedral Newcastle	Works Project	\$10,000.00
Clean Energy Association of Newcastle and Surrounds Inc	Community Energy Project	\$52,000.00
Clean Energy for Eternity Inc	Community Energy Project	\$58,000.00
Climate Rescue of Wagga Inc	Community Energy Project	\$26,000.00
Community Environment Network Inc	Land For Wildlife Program	\$45,000.00
Convict Trail Project	Conservation Management Plan Project	\$30,000.00
Coomaditchie United Aboriginal Corporation	Conservation Project	\$6,000.00
Cowra Rugby Club Inc	Water and Energy Efficiency Project	\$1,000.00
Cowra Showground Trust	Works Project	\$33,305.00
Embark Australia Ltd	Community Energy Project	\$50,000.00
Ethnic Communities' Council of NSW	Water Efficiency Project	\$92,700.00
Friends of St Johns Stroud Inc	Works Project	\$10,000.00
Goulburn and Districts Art and Craft Inc	Works Project	\$18,997.00
Greening Australia NSW	Landscape Corridor Project	\$90,000.00
Hill End Arts Council Inc	Conservation Management Project	\$16,596.00
Hunter Bikefest	Community Project	\$15,000.00
Hunter Surf Life Saving	Sustainability Assessment Project	\$20,000.00

Name of organisation	Nature and purpose of grant	Amount paid
Ice Skating Club of NSW	Water and Energy Efficiency Project	\$2,000.00
Keep Australia Beautiful NSW	Community Project	\$42,500.00
Linden Observatory Trust	Works Project	\$12,907.00
Local Government and Shires Association	Local Government Sustainable Purchasing Program	\$250,000.00
Marks Point Bowling Club	Water Efficiency Project	\$1,000.00
McCrossins Mill Museum	Works Project	\$9,500.00
National Aboriginal and Islander Skills Development Association	Works Project	\$26,346.00
National Trust of Australia (NSW)	Works Projects	\$85,000.00
National Trust of Australia (NSW)	Works Projects	\$8,676.00
National Trust of Australia (NSW)	Community Project	\$100,000.00
National Trust of Australia (NSW)	Conservation Project	\$32,736.00
NSW Early Childhood Environment Education Network	Sustainability in Early Childhood Education Project	\$4,093.00
Newcastle Cycleways Movement	Community Project	\$5,000.00
Palerang Local Action Network For Sustainability	Community Energy Project	\$30,000.00
Rahamim Inc	Water Efficiency Project	\$5,205.00
Royal Australian Historical Society	Local History and Archive Project	\$50,000.00
Royal NSW Lancers Memorial Museum Inc	Works Projects	\$21,815.00
Royal NSW Lancers Memorial Museum Inc	Works Projects	\$10,000.00
Rylstone and District Historical Society	Works Project	\$7,500.00
Shortland Wetlands Centre	Community Partnership Project	\$35,076.00
Shortland Wetlands Centre	Community Partnership Project	\$18,000.00
Shortland Wetlands Centre	Community Partnership Project	\$3,100.00
Shortland Wetlands Centre	Community Partnership Project	\$8,769.00
St Hilda's Anglican Church Katoomba	Works Project	\$8,600.00
St Johns Anglican Church Balmain	Works Project	\$22,555.00
St Peters Anglican Church	Works Project	\$10,000.00

## Regional Operations and Heritage — Cont'd

Name of organisation	Nature and purpose of grant	Amount paid
Sydney Tramway Museum	Works Project	\$20,187.00
The Australiana Pioneer Village	Works Project	\$10,682.00
The Parish Church of St James	Works Project	\$16,301.00
The Starfish Enterprises Network	Energy Efficiency Project	\$35,000.00
The Thomas and Jane Rose Family Society Inc	Works Project	\$6,041.00
Uniting Church in Australia Bathurst	Works Project	\$10,000.00
Uniting Church in Australia Windsor	Works Project	\$35,000.00
Uniting Church of Australia — Armidale	Works Project	\$2,936.00
White Cliffs Sporting Club	Energy Efficiency Project	\$10,000.00
Zig Zag Railway	Works Project	\$28,462.00
<b>TOTAL number of grants is: 61</b>		
		<b>\$1,774,755.20</b>

## National Parks and Wildlife

Name of organisation	Nature and purpose of grant	Amount paid
Australian Seabird Rescue Inc	Wildlife Carers Group Contribution	\$2,700.00
Bahtabah Local Aboriginal Land Council	Naidoc Contribution	\$1,000.00
Fawna (NSW) Inc	Wildlife Carers Group Contribution	\$8,484.00
Foundation for National Parks & Wildlife	Conservation Contribution	\$50,000.00
Friends of the Koala Inc	Wildlife Carers Group Contribution	\$2,700.00
Gundungurra Aboriginal Heritage Association Inc	Gundungurra Co-Management Funding	\$50,000.00
Gundungurra Aboriginal Heritage Association Inc	Gundungurra Pathways Project	\$35,000.00
Gundungurra Tribal Council Aboriginal Corporation	Tourism Project Grant	\$22,000.00
Gundungurra Tribal Council Aboriginal Corporation	Video & Film Project Grant	\$13,000.00
Gundungurra Tribal Council Aboriginal Corporation	Language and Dictionary Project	\$20,811.00
Gundungurra Tribal Council Aboriginal Corporation	Ancestral Pathways Project	\$20,811.00
Hunter Koala Preservation Society	Wildlife Carers Group Contribution	\$2,425.00
Koalas In Care Inc	Wildlife Carers Group Contribution	\$1,940.00
Looking After Our Kosciusko Orphans Inc	Wildlife Rehabilitation	\$3,000.00
Nari Nari Tribal Council	Naidoc Contribution	\$4,000.00
Native Animal Trust Fund	Wildlife Carers Group Contribution	\$11,506.00
Northern Rivers Wildlife Carers	Wildlife Carers Group Contribution	\$2,700.00
Saving Our Native Animals Inc	Wildlife Carers Group Contribution	\$1,500.00

## National Parks and Wildlife — Cont'd

Name of organisation	Nature and purpose of grant	Amount paid
Snowy Mountains Wires	Wildlife Carers Group Contribution	\$1,500.00
Tweed Valley Wildlife Carers	Wildlife Carers Group Contribution	\$2,700.00
Wildcare Inc	Wildlife Rehabilitation	\$2,000.00
Wildlife Aid	Wildlife Carers Group Contribution	\$970.00
Wildlife Arc	Wildlife Carers Group Contribution	\$3,000.00
Winc Inc.	Wildlife Carers Group Contribution	\$3,000.00
Wires — Central Coast	Wildlife Carers Group Contribution	\$3,000.00
Wires — Clarence Valley	Wildlife Carers Group Contribution	\$4,200.00
Wires — Mid North Coast	Wildlife Carers Group Contribution	\$3,000.00
Wires — Northern Rivers	Wildlife Carers Group Contribution	\$2,700.00
<b>TOTAL</b> number of grants is: 28		<b>\$279,647.00</b>

# ACCOUNT PAYMENT PERFORMANCE

## Aged analysis at the end of each quarter

DPC

### Aged analysis at the end of each quarter

Quarter	Current (within due date)	< 30 Days overdue	30—60 Days overdue	61—90 Days overdue	90+ Days overdue
<b>All suppliers</b>					
September 2012	(2,718,556)	—	(4,090)	(5,075)	18,698
December 2012	(19,004,746)	—	(1,259,209)	(18,630)	10,154
March 2013	(1,574,341)	—	(117,896)	(86,258)	(86,324)
June 2013	(1,971,175)	—	(105,753)	(39,502)	(31,414)

### Accounts due or paid within each quarter

Measure	September 2012	December 2012	March 2013	June 2013
<b>All suppliers</b>				
Number of accounts due for payment	3,316	3,377	3,276	3,897
Number of accounts paid on time	3,287	3,301	3,237	3,856
Actual percentage of accounts paid on time (based on number of accounts)	99.13%	97.75%	98.81%	98.95%
Dollar amount of accounts due for payment	(38,635,779)	(28,873,998)	(32,351,097)	(41,570,033)
Dollar amount of accounts paid on time (based on \$)	(38,587,157)	(28,621,074)	(32,066,976)	(41,380,891)
Number of payments for interest on overdue accounts	—	—	—	—
Interest paid on overdue accounts	—	—	—	—
<b>Small business suppliers</b>				
Number of accounts due for payment	18	31	21	12
Number of accounts paid on time	18	31	21	12
Actual percentage of accounts paid on time (based on number of accounts)	100.00%	100.00%	100.00%	100.00%
Dollar amount of accounts due for payment	(89,603)	(211,848)	(80,830)	(9,403)
Dollar amount of accounts paid on time (based on \$)	(89,603)	(211,848)	(80,830)	(9,403)
Number of payments for interest on overdue accounts	—	—	—	—
Interest paid on overdue accounts	—	—	—	—

## OEH

## Aged analysis at the end of each quarter

Quarter	Current (within due date)	< 30 Days overdue	30—60 Days overdue	61—90 Days overdue	90+ Days overdue
<b>All suppliers</b>					
September 2012	17345	3873	836	301	467
December 2012	21980	409	35	13	6
March 2013	25376	852	111	18	26
June 2013	32446	512	39	11	9
<b>Small business suppliers</b>					
September 2012	1203	267	—	—	—
December 2012	1596	11	—	—	—
March 2013	1226	6	—	—	—
June 2013	1595	5	—	—	—

## Accounts due or paid within each quarter

Measure	September 2012	December 2012	March 2013	June 2013
<b>All suppliers</b>				
Number of accounts due for payment	22822	22,443	26,383	33017
Number of accounts paid on time	17345	21,980	25,376	32446
Actual percentage of accounts paid on time (based on number of accounts)	76	97.9	96.2	98.3
Dollar amount of accounts due for payment	73,179,669	80,841,897	74,228,210	131,976,634
Dollar amount of accounts paid on time	58,426,925	75,971,720	71,266,069	130,318,674
Actual percentage of accounts paid on time (based on \$)	79.8	94	96	98.7
Number of payments for interest on overdue accounts	11	11	—	—
Interest paid on overdue accounts	1328	696	—	—
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses	1470	1607	1232	1600
Number of accounts due to small businesses paid on time	1203	1596	1226	1595
Actual percentage of small business accounts paid on time (based on number of accounts)	81.8	99.3	99.5	99.7
Dollar amount of accounts due for payment to small businesses	2,308,828	2,930,275	2,648,498	5,560,330
Dollar amount of accounts due to small businesses paid on time	1,828,466	2,922,530	2,644,476	5,558,397
Actual percentage of small business accounts paid on time (based on \$)	79.2	99.7	99.8	100
Number of payments to small business for interest on overdue accounts	11	11	—	—
Interest paid to small businesses on overdue accounts	1328	696	—	—

**APPENDICES**  
**Human Resources**



## HUMAN RESOURCE STATISTICS

### Senior Executive Service positions

The following table relates to DPC and OEH SES positions. DPC figures include DLG while OEH figures include the Environmental Trust.

DPC and OEH Senior Executive Officers				
Level	TOTAL DPC positions as at 30 June		TOTAL OEH positions as at 30 June	
	2012	2013	2012	2013
Level 8	1	1	0	0
Level 7	6	5	1	1
Level 6	3	3	0	3
Level 5	6	5	2	2
Level 4	13	12	5	1
Level 3	6	7	6	3
Level 2	9	19	1	1
Level 1	5	5	0	0
<b>TOTAL</b>	<b>49</b>	<b>57</b>	<b>15</b>	<b>11</b>
<b>TOTAL including vacancies</b>	<b>56</b>	<b>68</b>	<b>*</b>	<b>*</b>

\*Consistent with previous reporting, OEH figures do not include vacancies.

### Female executive officers

The following table relates to DPC and OEH female executive officers. DPC figures include DLG while OEH figures include the Environmental Trust.

DPC and OEH Female Senior Executive Officers				
	TOTAL DPC positions as at 30 June		TOTAL OEH positions as at 30 June	
	2012	2013	2012	2013
	15	28	4	4

### Staff profile by employment category DPC (including DLG)

The following table shows the number of officers and employees DPC employed (including DLG) by category over four years.

	2009–2010		2010–2011		2011–2012		2012–2013		2012–2013 TOTAL
	Men	Women	Men	Women	Men	Women	Men	Women	
<b>Permanent full-time</b>	199	292	189	244	170	231	156	200	356
<b>Permanent part-time</b>	3	39	6	55	8	49	7	68	75
<b>Temporary full-time</b>	39	69	28	60	17	43	19	45	64
<b>Temporary part-time</b>	2	10	3	6	2	6	4	3	7
<b>Contract — SES</b>	21	12	22	7	34	15	32	28	60
<b>Contract — non SES</b>	0	1	1	1	0	1	1	1	2
<b>Training positions</b>	0	0	0	0	0	0	0	0	0
<b>Retained staff</b>	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>264</b>	<b>423</b>	<b>249</b>	<b>373</b>	<b>231</b>	<b>345</b>	<b>218</b>	<b>346</b>	<b>564</b>

Source: NSW DPC 2012–2013 Workforce Profile.

## Staff profile by employment category

### OEH

The following table shows the number of officers and employees OEH employed by category over four years. The table includes the Environmental Trust as the trust's staff are employed within OEH.

	2009—2010*		2010—2011**		2011—2012***		2012—2013***	
	Men	Women	Men	Women	Men	Women	Men	Women
<b>Permanent full-time</b>	2,184	1,049	1,828	1,057	1,525	839	<b>1,429</b>	<b>758</b>
<b>Permanent part-time</b>	74	419	57	245	46	198	<b>46</b>	<b>195</b>
<b>Temporary full-time</b>	341	269	255	228	239	173	<b>255</b>	<b>184</b>
<b>Temporary part-time</b>	43	125	24	86	20	71	<b>22</b>	<b>81</b>
<b>Contract — SES</b>	19	7	16	5	11	4	<b>7</b>	<b>4</b>
<b>Contract — non SES</b>	0	0	0	0	0	0	<b>0</b>	<b>0</b>
<b>Training positions</b>	31	15	42	12	29	7	<b>11</b>	<b>4</b>
<b>Retained staff</b>	0	0	0	0	0	0	<b>0</b>	<b>0</b>
<b>Casual</b>	173	278	186	287	179	271	<b>181</b>	<b>261</b>
<b>TOTAL</b>	<b>2,865</b>	<b>2,162</b>	<b>2,408</b>	<b>1,920</b>	<b>2,049</b>	<b>1,563</b>	<b>1,951</b>	<b>1,487</b>

Source: NSW OEH 2012—2013 Workforce profile.

\* Increase due to inclusion of NSW Office of Water.  
Includes the Royal Botanic Gardens and Domain Trust.  
Excludes catchment management authority.

\*\* Excludes NSW Office of Water.  
Excludes Marine Parks and Natural Resource Management and Investment.  
Does not include Heritage Office who were part of OEH at that time.

\*\*\* Excludes EPA, Royal Botanic Gardens and Domain Trust and Centennial Park and Moore Park Trust.  
Includes Heritage Branch.

## Equal employment opportunity DPC tables

The following tables include staff from DPC and DLG combined.

Trends in the representation of EEO groups				
EEO group	Benchmark/ target	2011	2012	2013
Women	<b>50%</b>	60.0%	59.9%	<b>61.3%</b>
Aboriginal people and Torres Strait Islanders	<b>2.6%</b>	1.0%	1.8%	<b>2.1%</b>
People whose first language spoken as a child was not English	<b>19.0%</b>	22.2%	15.9%	<b>16.1%</b>
People with disability	<b>N/A</b>	4.3%	6.2%	<b>5.5%</b>
People with disability requiring work-related adjustment	<b>1.5%</b>	1.4%	2.5%	<b>2.4%</b>

Trends in the distribution* of EEO groups				
EEO group	Benchmark/ target	2011	2012	2013
Women	<b>100</b>	100	100	<b>100</b>
Aboriginal people and Torres Strait Islanders	<b>100</b>	N/A	N/A	<b>N/A</b>
People whose first language spoken as a child was not English	<b>100</b>	95	90	<b>92</b>
People with disability	<b>100</b>	96	91	<b>88</b>
People with disability requiring work-related adjustment	<b>100</b>	N/A	N/A	<b>N/A</b>

Source: NSW DPC 2012–2013 Workforce Profile.

\*Note 1: Estimated figures are calculated on the basis of the number of employees that have responded "yes" to the EEO category as a proportion of the total number of employees who have responded to the EEO survey, multiplied by the total amount of employees in the salary band, for example estimated people with disability from salary band 1 = (actual number of people with disability in salary band 1/total number of respondents from salary band 1) \* total number of staff in salary band 1.

Note 2: Respondents are classified as employees who have provided an answer for any of the EEO questions, whether they have chosen to withdraw their response or not, for example all employees who do not have "missing" as their response.

Note 3: As EEO reporting is based on headcount, figures are rounded to the nearest whole number after all calculations have been made.

Note 4: Separated employees are excluded in the above table.

## OEH tables

The following tables include staff from OEH, which includes the Environmental Trust as the trust's staff are employed within OEH.

Trends in the representation of EEO groups				
EEO group	Benchmark/ target	2011	2012	2013
Women	<b>50%</b>	42.4%	40.8%	<b>41.0%</b>
Aboriginal people and Torres Strait Islanders	<b>2.6%</b>	9.5%	11.0%	<b>11.0%</b>
People whose first language spoken as a child was not English	<b>19.0%</b>	7.5%	7.8%	<b>7.7%</b>
People with disability	<b>N/A</b>	4.2%	4.0%	<b>3.8%</b>
People with disability requiring work-related adjustment	<b>1.5%</b>	1.4%	1.2%	<b>1.1%</b>

Trends in the distribution* of EEO groups				
EEO group	Benchmark/ target	2011	2012	2013
Women	<b>100</b>	104	107	<b>106</b>
Aboriginal people and Torres Strait Islanders	<b>100</b>	70	71	<b>73</b>
People whose first language spoken as a child was not English	<b>100</b>	106	107	<b>107</b>
People with disability	<b>100</b>	105	104	<b>106</b>
People with disability requiring work-related adjustment	<b>100</b>	112	114	<b>113</b>

Source: NSW OEH 2012–2013 Workforce Profile.

Note 1: A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

Note 2: The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

### Personnel services to statutory bodies

DPC provides personnel services to a number of statutory bodies. A head count of these statutory bodies is included below.

Statutory body	Head count as at 30 June 2013
Centennial Park and Moore Park Trust	61
Environment Protection Authority	440
Historic Houses Trust	241
Lord Howe Island Board	48
Parramatta Park Trust	6
Royal Botanic Gardens and Domain Trust	326
Western Sydney Parklands	13

Further details on statutory information regarding employees that provide personnel services to these statutory bodies can be found in the annual reports of each agency.

## EXCEPTIONAL MOVEMENTS IN REMUNERATION

A salary increase of 2.5 per cent effective 6 July 2012 was paid to clerical officers and senior officers in accordance with the *Crown Employees (Public Sector – Salaries) Award 2008*. Salaries contained within numerous cluster specific awards and agreements were also increased by 2.5 per cent effective 6 July 2012, consistent with NSW Government Wages Policy. This also resulted in an increase in the payment of the First Aid Allowance and Community Language Allowance Scheme. The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase of 2.5 per cent for SES officers, effective from 1 October 2012. All increases were subject to satisfactory assessment of performance. No adjustments were made to the recruitment and retention allowances.

# SES PERFORMANCE STATEMENTS AND REMUNERATION

This section covers DPC (including DLG and OEH) senior executive officers of level five and above.

## **Mr Christopher Eccles**

### **Director General**

Department of Premier and Cabinet

**Appointed:** 4 April 2011

**SES Level:** 8

**Remuneration:** \$548,800\*

The Premier has expressed satisfaction with Mr Eccles' performance throughout 2012–2013.

Achievements include:

- Leading the day-to-day management of DPC, including achievement of required savings targets.
- Securing increased Commonwealth funding for NSW through the NDIS, and Gonski national education reforms.
- Building capability in DPC and across the sector to apply behavioural insights to public policy in NSW, and commencing projects in collaboration with agencies.
- Chairing a Reform Agenda Group established to advise the government on a new strategic policy framework to prevent and address child sexual assault in Aboriginal communities.
- Supporting improved and integrated customer services through the establishment of Service NSW, including the roll out from 1 July 2013 of a 24/7 phone service, an easy-to-use website, and service centres located across NSW.
- Introducing a transparent and streamlined approach for the assessment of unsolicited proposals from the private sector.
- Improving the way central agencies work together and with clusters through the Strategic Centre Initiative.
- Launching the NSW Public Sector Workplace Giving Program.
- Introducing Socialtext, a new enterprise social networking tool for DPC.

## **Mr Philip Minns**

### **Deputy Director General**

Government Group

**Appointed:** 6 February 2012

**SES Level:** 7

**Remuneration:** \$427,050\*

The DG has expressed satisfaction with Mr Minns' performance throughout 2012–2013.

Achievements include:

- Managing the NSW NOW: the New State of Business campaign.
- Overseeing the government's commitment to reduce advertising expenditure by 25 per cent.
- Continuing the reform of DPC's internal budget, financial reporting framework and financial management systems.
- Guiding development of DPC's People Strategy, Workforce Plan and Learning and Development Strategy.
- Overseeing implementation of the Information Communication Technology (ICT) Governance Framework and DPC ICT Architecture Plan.
- Guiding the development and launch of new management tools for DPC employees, such as Social text, HR portal and the Ministerial Office portal (pilot, September 2013).
- Developing and implementing project governance for the move from Governor Macquarie Tower to 52 Martin Place for the department and ministry.
- Implementing new business processes and templates for briefings and correspondence.
- Managing the continued refurbishment of Government House.
- Overseeing the Event Access and Inclusion project, and Action Plan to increase participation in events for people with disability.
- Successfully launching the whole-of-sector Workplace Giving Program.

\* as at 30 June 2013

**Mr Ross Woodward**  
**Chief Executive (CE)**

Local Government

**Appointed:** 20 November 2009

**SES Level:** 7

**Remuneration:** \$362,100\*

The DG has expressed satisfaction with Mr Woodward's performance throughout 2012–2013.

Achievements include:

- Working with the local government sector to progress the Destination 2036 action plan, a shared long-term strategy for local government.
- Supporting the Independent Local Government Review Panel, established to review the governance, structural arrangements and boundaries of local government as part of the Destination 2036 action plan.
- Establishing and supporting the Local Government Acts Taskforce to review the *Local Government Act 1993* and the *City of Sydney Act 1988*.
- Tackling the infrastructure backlog (supporting the achievement of NSW 2021 goals) via the rollout of the \$100 million Local Infrastructure Renewal Scheme, completing a council-by-council audit of local infrastructure and facilitating the sustainability review of all councils by TCorp.
- Supporting the Minister for Local Government in delivering the legislative program, including facilitating the amendment of the *Local Government Act 1993* to enable additional powers to intervene where councils are underperforming.
- Introducing a new Model Code of Conduct for NSW councils following extensive consultation.
- Suspending three councillors for misbehaviour and referring eight matters to the Local Government Pecuniary Interest and Disciplinary Tribunal.
- Negotiating a new Intergovernmental Agreement between the NSW Government and the local government sector, signed 8 April 2013.
- Supporting councils through the September 2012 local government ordinary elections, including implementing a Candidate Diversity Strategy, assisting the 14 councils that chose to conduct their own elections and conducting induction training for newly elected councillors.
- Completing a review of the *Swimming Pools Act 1992* and setting up the online swimming pool register.
- Supporting the work of the independent Companion Animals Taskforce established to provide advice on key companion animal issues such as pet overpopulation and dangerous dogs.
- Working closely with local government key stakeholders, including as Chair of the Destination 2036 Implementation Steering Committee; a panel member of the Local Government Remuneration Tribunal; and a member of a number of Senior Executive Committees and Taskforces.

**Mr Stephen Brady**  
**Deputy Director General**

Strategic Initiatives and Performance Group

**Appointed:** 27 February 2012

**SES Level:** 7

**Remuneration:** \$389,500\*

The DG has expressed satisfaction with Mr Brady's performance throughout 2012–2013.

Achievements include:

- Introducing behavioural insights within NSW public policy by brokering a partnership with the UK Cabinet Office's BIT. The insights are an innovative tool for strengthening policy and service delivery in NSW.
- Launching the Strategic Centre Initiative in October 2012. The initiative clarified functions, roles, responsibilities and accountabilities of each central agency. It's also changed the way central agencies work with each other, clusters and external stakeholders.
- Reviewing cluster governance arrangements and developing guidance for determining appropriate governance arrangements and level of ministerial control required for government functions. This allowed more effective operations within clusters.
- Leading the development of a whole-of-government evaluation framework that will operate in conjunction with NSW Treasury-led financial management reforms. This framework provides a key tool to support evidence-based policy and decision making in government.

\* as at 30 June 2013

**Mr Simon Smith****Deputy Director General**

Delivery and Implementation Group

**Appointed:** 21 September 2011**SES Level:** 7**Remuneration:** \$412,200\*

The DG has expressed satisfaction with Mr Smith's performance throughout 2012–2013.

Achievements include:

- Providing coordination and support to the Cabinet Infrastructure Committee, including participation in major projects such as the North West Rail Link and Westconnex, and for the government's State Infrastructure Strategy.
- Leading DPC's regional coordination network, including preparation and implementation of 19 RAPs, setting out two year whole-of-government action commitments for NSW regions.
- Chairing the steering committee for assessment of the unsolicited proposal from Transurban Ltd for the proposed motorway road tunnel to connect the F3 to the M2.
- Chairing assessment panels for unsolicited proposals from Crown Ltd and Echo Entertainment Ltd, which are seeking new or modified casino gaming licences as part of proposed developments of integrated resorts in Sydney.
- Directing or represented DPC in a range of reform projects. These include preparations for the divestment of Jenolan commercial precinct, PAUT, a review of government place management authorities, development of options for assembling data on government funding provided to non-government organisations for human services delivery, and establishment of UrbanGrowth NSW.

**Ms Vicki D'Adam****Deputy Director General**

Strategic Policy and Coordination Group

**Appointed:** 13 September 2010**SES Level:** 7**Remuneration:** \$389,000\*

The DG has expressed satisfaction with Ms D'Adam's performance throughout 2012–2013.

Achievements include:

- Representing NSW on the COAG NDIS working groups, and leading the NSW and Australian Government's agreement to launch the scheme's transition site in the Hunter region.
- Leading government reforms on marine park estate and coastal management.
- Completing the next phase of the SPCG's realignment to enhance its capability.
- Providing high level strategic policy advice to the Premier and the DG, and supporting them in their roles of chairs of Cabinet and SMC.

\* as at 30 June 2013

**Mr Don Colagiuri SC**  
**Parliamentary Counsel's Office**

Parliamentary Counsel

**Appointed:** 28 January 2011

**SES Level:** 7

**Remuneration:** \$455,200\*

The DG has expressed satisfaction with Mr Colagiuri's performance throughout 2012–2013.

Achievements include:

- Managing drafting and Bills development for introduction into Parliament and regulations, and environmental planning instruments (and meeting the government's legislation agenda).
- Personally drafting or closely supervising drafting of a wide range of Bills, including many prepared to very short deadlines.
- Taking a lead role in developing uniform legislation for COAG, Standing Committee of Attorneys-General and other Ministerial Councils by coordinating inter-jurisdictional drafting projects as Secretary of the Australasian Parliamentary Counsel's Committee.
- Maintaining and enhancing public access to NSW legislation through the NSW legislation website, including providing online access to NSW Bills and legislation tables.

**Mr John Trevillian**  
**Assistant Director General**

Protocol and Special Events

**Appointed:** 4 February 2009

**SES Level:** 6

**Remuneration:** \$328,650\*

The DG has expressed satisfaction with Mr Trevillian's performance throughout 2012–2013.

Achievements include:

- Delivering savings just in excess of \$900,000. PSE has an overall budget responsibility of over \$24 million (incorporating Office of the Governor).
- Successfully launching the NSW Public Sector Workplace Giving Program on time and budget. The program received recognition from the not-for-profit sector for its innovative and creative approach.
- Overseeing the NSW Event Access and Inclusion Project, which delivered real benefits to the event community (for example vantage points provided for New Year's Eve, Mardi Gras and the Royal visit). Two successful access forums were conducted featuring Chris Holmes from the London Olympics and Paralympics and Minnie Baragwanath from New Zealand as international guest speakers.
- Working strategically to ensure the ICC Cricket World Cup and the AFC Asian Cup secure the best possible games and outcomes for NSW. Ensuring a coordinated approach to planning for the summer event period in 2014–2015.
- Successfully reforming Australia Day celebrations with a key focus on Sydney Harbour and increased interstate and international visitation. Corporate sponsorship for Australia Day 2013 (cash and in-kind) totalled \$2,345,000 and The Australia Day Facebook page gained over 270,000 fans.
- Working closely with the Office of the Governor and DPC's new Office of International Engagement; including overseeing three overseas missions by the Premier and delivery of six Community Cabinet meetings for the Premier at Bondi, Tamworth, Concord, Dubbo, Central Coast and Taree.
- Delivering NSW events, noting safety as a key element of success, including New Year's Eve, Mardi Gras and Chinese New Year together with on-off events including the Swans Premiership Parade, Welcome Home for the Australian Olympic Team and the Ellen DeGeneres visit.
- Enhancing online systems to support consistent whole-of-government public communication for events. This resulted in all government agencies having access to the event app.

\* as at 30 June 2013

**Mr Paul Miller**  
**General Counsel**

Office of General Counsel

**Appointed:** 26 August 2010

**SES Level:** 6

**Remuneration:** \$328,650\*

The DG has expressed satisfaction with Mr Miller's performance throughout 2012–2013.

Achievements include:

- Establishing the NSW counterpart of the national Royal Commission into institutional responses to child sexual abuse as well as the NSW Special Commission of Inquiry into certain child sexual abuse allegations in the Hunter Region.
- Leading policy development and the passage of legislation in relation to a range of matters, including elections and campaign finance laws, integrity and oversight agencies, and other whole-of-government and Premier's portfolio reforms.
- Implementing the national reform of directors' liability, including the passage of the *Miscellaneous Acts Amendment (Directors Liability) Act 2012*.
- Managing the government's broader legislative agenda, including performing the role of secretary of the Cabinet Standing Committee on Legislation and managing the government's staged repeal of regulations and statute law revision programs.
- Administering the government's agreements with James Hardie, and representing NSW on the Board of Asbestos Injuries Compensation Fund Limited.
- Representing NSW, Victoria, Queensland and Western Australia on the Board of National E-conveyancing Development Limited.
- Overseeing litigation and investigations affecting DPC, including the constitutional challenge to the state's political donations laws and various ICAC investigations.

**Ms Dianne Leeson**  
**Assistant Director General**

Major Projects

**Appointed:** 1 July 2010

**SES Level:** 6

**Remuneration:** \$309,825\*

The DG has expressed satisfaction with Ms Leeson's performance throughout 2012–2013.

Achievements include:

- Representing the DG or the department on Commonwealth and/or COAG working groups (eg Infrastructure Working Group) and on high-level steering committees and project control groups (Major Projects Executive Committee, Bays Precinct Task Force (Chair), Sydney International Convention Exhibition and Entertainment Precinct, Northern Beaches Hospital, CBD Light Rail, and Sydney Metropolitan Development Authority).
- Chairing the Green Square Steering Committee to coordinate significant cross-government activities to enable commencement of town centre.
- Overseeing operation of the government's unsolicited proposals framework — chair of Coordination Steering Committee, evaluation of proposals and reporting to government.
- Providing strategic advice into the government planning strategies including Metropolitan Plan, Long Term Transport Master Plan, State Infrastructure Strategy and NSW 2021.
- Supporting the Cabinet Infrastructure Committee.
- Administrating the Jenolan Caves Reserve Trust.

\* as at 30 June 2013

**Mr Philip Berry****Assistant Director General**

Strategic Policy and Coordination Group

**Appointed:** 20 December 2010**SES Level:** 5**Remuneration:** \$294,450\*

The DG has expressed satisfaction with Mr Berry's performance throughout 2012–2013.

Achievements include:

- Leading NSW preparations and briefing for COAG meetings in July, December and April, BAF, CAF and related Senior Officials meetings.
- Representing NSW's interests effectively in intergovernmental fora including COAG Deputy Senior Officials' meetings, the COAG Taskforce on Competition and Regulatory Reform, and COAG working groups on issues such as not-for-profits reform.
- Contributing to negotiations regarding national school improvement reforms and new needs-based school funding arrangements.
- Negotiating outcomes through COAG in relation to issues including a national response to gang violence, organised crime and illegal firearms, better value infrastructure, national occupational licensing, and public safety mobile broadband.
- Managing NSW engagement with the COAG RC and responses to its assessments, and NSW participation in reviews of the national agreement performance frameworks.
- Supporting NSW departments negotiate service and policy reforms with the Commonwealth and other states and territories in line with IGAFRR.
- Developing proposals for reform of intergovernmental relations to promote improved governance arrangements, a shared and focused agenda, a practical financial framework, and public accountability for the Commonwealth as well as the states.
- Representing DPC on the Social Benefit Bonds Steering Committee.

**Ms Marion Pascoe****Deputy Parliamentary Counsel**

Parliamentary Counsel's Office

**Appointed:** 18 February 2011**SES Level:** 5**Remuneration:** \$292,450\*

The DG has expressed satisfaction with Ms Pascoe's performance throughout 2012–2013.

Achievements include:

- Personally drafting, or closely supervising, a wide range of Bills and other legislation, some within very tight deadlines.
- Providing professional advice to many government agencies and officers on the development and implementation of legislation.
- Providing legislative drafting and advice in the areas of criminal law, evidence law reform, local land services and victim's rights and support.
- Taking a lead role in the Bill Review Group and providing peer review for most Bills required during the year.
- Effectively overseeing preparation and signing off on the legality of subordinate legislation in conjunction with the Deputy Parliamentary Counsel.
- Assisting Parliamentary Counsel with the general management of the PCO, including managing the main drafting programs and acting as Parliamentary Counsel on a number of occasions.

\* as at 30 June 2013

**Mr Leigh Glover**  
**Deputy Parliamentary Counsel**  
 Parliamentary Counsel's Office  
**Appointed:** 18 February 2011  
**SES Level:** 5  
**Remuneration:** \$292,450\*

The DG has expressed satisfaction with Mr Glover's performance throughout 2012–2013.

Achievements include:

- Personally drafting, or closely supervising, a wide range of Bills and other legislation, some within very tight deadlines.
- Providing professional advice to many government agencies and officers on the development and implementation of legislation.
- Providing legislative drafting and advice in the areas of criminal law, evidence law reform, local land services and victim's rights and support.
- Taking a lead role in the Bill Review Group and providing peer review for most Bills required during the year.
- Effectively overseeing the preparation and signing off on the legality of subordinate legislation in conjunction with the other Deputy Parliamentary Counsel.
- Assisting the Parliamentary Counsel with the general management of the PCO, including managing the main drafting programs and acting as Parliamentary Counsel on a number of occasions.

**Mr John Clark**  
**Assistant Director General**  
 Corporate Services  
**Appointed:** 30 January 2012  
**SES Level:** 5  
**Remuneration:** \$283,200\*

The DG has expressed satisfaction with Mr Clark's performance throughout 2012–2013.

Achievements include:

- Overseeing implementation of the department's Human Resources Strategic Plan, and began delivering key projects such as: developing a workforce plan; a career and talent management system; and a learning and development framework. These enhancements helped provide for a more agile and responsive workforce to assist DPC deliver its key objectives.
- Enhancing the department's financial management framework through forming a DPC budget committee, and introducing formal budget reviews. These initiatives significantly improved the department's financial performance, and supported a more effective and appropriate allocation of resources.
- Providing significant support and management of DPC and ministry relocation from various existing premises to a new co-located working environment.
- Overseeing the project to refurbish Government House to return the house to a Vice Regal residence, and accommodate relocation of the Office of the Governor.
- Overseeing implementation of the new DPC ICT Architecture plan, including governance framework and defined information security management system.

\* as at 30 June 2013

**Ms Sally Barnes****Chief Executive**

Office of Environment and Heritage

**Appointed:** 29 May 2012**SES Level:** 7**Remuneration:** \$412,200\*

The DG has expressed satisfaction with Ms Barnes' performance throughout 2012–2013.

Achievements include:

- Leading the daily management of OEH, achieving budget savings and supporting smaller agencies within the Environment and Heritage portfolio.
- Implementing a new structure for OEH to align service delivery with government priorities, in particular regionalisation and connecting to people at the local level. This will help deliver OEH's strategic direction to support the community to protect, strengthen and enjoy a healthy, productive environment and economy.
- Achieving the target of declaring 14 new Aboriginal Places across NSW, which is an increase on last year's result of 11 declarations.
- Achieving unprecedented levels of hazard reduction in NSW with 207,569 hectares treated compared to 47,200 hectares in the previous year. This equates to more than 80 per cent of all burning in NSW, while only managing 9 per cent of land and 25 per cent of fire prone land. This is a record result for NPWS.
- Delivering increased visitation to parks by almost 5 per cent on previous years to 35.5 million visits by delivering a comprehensive events program, promoting areas of outstanding beauty and cultural significance, and launching the NPWS online booking system and the Light to Light Walk.

**Ms Ann King****Deputy Chief Executive**

National Parks and Wildlife Service

Office of Environment and Heritage

**Appointed:** 22 October 2012**SES Level:** 6**Remuneration:** \$328,650\*

The CE has expressed satisfaction with Ms King's performance throughout 2012–2013.

Achievements include:

- Finalising the adoption and launch of Living with Fire Strategy — a strategy for managing bush fires in national parks and reserves 2012–2021.
- Progressing the establishment of 5,824 hectares of new area as parks and reserves, including 24 new park additions.
- Progressing the upgrade of new visitor facilities as part of a major capital works program, including over \$2 million government spending outlined in the River Red Gum Nature Tourism Action plan.
- Progressing a strong Aboriginal joint management program with 25 Aboriginal joint management arrangements in place in NSW.
- Establishing innovative new structural design to ensure conservation and community outcomes are better delivered by NPWS.
- Developing an evidence-based change program to enhance OEH transparency and deliver community outcomes.

\* as at 30 June 2013

**Ms Helen Lioassis****Deputy Chief Executive**

Strategy, Performance and Services  
Office of Environment and Heritage

**Appointed:** 22 October 2012

**SES Level:** 6

**Remuneration:** \$328, 650\*

The CE has expressed satisfaction with Ms Lioassis' performance throughout 2012–2013.

Achievements include:

- Leading the OEH portfolio budget process.
- Delivering OEH commitments to the government's 'one-stop shop' commitment by representing OEH on the Service NSW Project Control Group. Plus coordinating OEH business unit reviews, transaction scoping and detailed process mapping, review of proposed legal instruments and OEH input into the tranche two Service NSW business case.
- Supporting the development of OEH's Open Government by: participating in the steering committee group; coordinating new applications; developing social media policy; broadening access of the online library to staff across NSW by implementing Smart Search as well as other open government initiatives (eg Ask Environment Line and improved public affairs web page). For the first time, visits to the OEH website exceeded more than 100,000 per day.
- Establishing the OEH Procurement Accreditation Project Team, which identified over \$500,000 savings in its first quarter of operation.
- Delivering the Interim Corporate Plan.
- Developing a comprehensive Leadership program "Leading the way" in partnership with NPWS.
- Reviewing the Centennial Park and Moore Park Trust, and the EPA service agreements.
- Establishing a new Strategy Performance and Services structure, and appointing a Chief Information Officer and Chief Procurement Officer.
- Jointly leading the ICT Deloitte review, which led to the establishment of a Business Information System Branch.
- Leading the OEH Corporate and Shared Service review, and delivering a business case that will provide significant funding for this substantial project.

**Mr Terry Bailey****Deputy Chief Executive Regional**

Operations and Heritage  
Office of Environment and Heritage

**Appointed:** 22 October 2012

**SES Level:** 6

**Remuneration:** \$292 451\*

The CE has expressed satisfaction with Mr Bailey's performance throughout 2012–2013.

Achievements include:

- Establishing the new Regional Operations Group, which maintains a strong focus on environmental outcomes and OEH's continued role in providing expert, credible and locally-specific advice while becoming more customer-focused, more able to extend OEH's programs into the community, and better placed to improve OEH's services and accountability at a regional level.
- Creating the new Heritage Division, which incorporates Aboriginal and non-Aboriginal cultural heritage into one program. The division will also allow for better: identification; protection and conservation of Aboriginal and historic heritage places; and objects and values in landscapes.
- Progressing NSW's leading environmental water acquisition and management program with tangible results, supplementing natural rain fall with scientifically targeted watering of key inland wetlands, including delivering 670,000 mega litres of environmental water to support rivers and wetlands and significant events such native fish spawning.
- Delivering large sustainability programs, including reaching nearly 200,000 Home Power Savings visits to provide practical assistance for low income households to save money on power bills, and working with more than 850 businesses to save more than \$7.8 million off annual power bills.
- Achieving a 95 per cent response rate for completing almost 400 reviews of major project developments (for example state significant developments and state significant infrastructure) within the required time period, which helped protect environmental and heritage outcomes across NSW.

\* as at 30 June 2013

**Dr Kate Wilson****Executive Director, Science**

Office of Environment and Heritage

**Appointed:** 23 November 2009**SES Level:** 5**Remuneration:** \$292,450\*

The CE has expressed satisfaction with Dr Wilson's performance throughout 2012–2013.

Achievements include:

- Delivering an Open OEH strategy and initial projects to facilitate OEH embracing Open Government.
- Progressing the adaptive management program for the river red gum and cypress pine reserves by completing baseline data collection for a trial of ecological thinning and designing a scientific grazing trial.
- Adding two new air quality monitoring stations at Camden and Wyong to the NSW air quality monitoring network.
- Delivering a state-wide map of biophysical strategic agricultural land and developing a site verification protocol to be applied by proponents for mining developments.
- Restructuring the Science Division to reduce management overhead, align science delivery with business drivers and achieve savings targets while continuing to deliver excellent science to support OEH and EPA.

**Mr Paul Elton****Executive Director Policy**

Office of Environment and Heritage

**Appointed:** 22 October 2012**SES Level:** 5**Remuneration:** \$292,450\*

The CE has expressed satisfaction with Mr Elton's performance throughout 2012–2013.

Achievements include:

- Providing advice to support government decisions and announcements about a new regulatory approach to *Native Vegetation Regulation*, and the need to develop a modern legislative regime to govern native vegetation and biodiversity management.
- Providing advice to support ministerial and government decisions to fund and approve a new Energy Efficiency Action Plan (to be released in 2013–2014).
- Providing advice to the CE and the Minister on various policy, cabinet and parliamentary matters, including a new planning system, biodiversity conservation and offsetting, threatened species, forestry, private land conservation, public land management, heritage, coastal management, marine conservation and resource efficiency.
- Supporting the Minister in meetings of the COAG Standing Council on Environment and Water and Select Council on Climate Change; and representing NSW on intergovernmental committees.
- Establishing and managing a new Policy Division, and developing a new approach to the policy function in the context of OEH strategic realignment.

\* as at 30 June 2013

## LEGISLATION AND LEGAL CHANGE

### Acts allocated to the Premier

(As at 30 June 2013)

- *Anti-Discrimination Act 1977* No 48, Part 9A (remainder, the Attorney General)
- *Anzac Memorial (Building) Act 1923* No 27, jointly with the Minister for Citizenship and Communities
- *Australia Acts (Request) Act 1985* No 109
- *Barangaroo Delivery Authority Act 2009* No 2
- *Community Relations Commission and Principles of Multiculturalism Act 2000* No 77, jointly with the Minister for Citizenship and Communities
- *Competition Policy Reform (NSW) Act 1995* No 8
- *Constitution Act 1902* No 32
- *Constitution Further Amendment (Referendum) Act 1930* No 2
- *Constitution (Legislative Council Reconstitution) Savings Act 1993* No 19
- *Election Funding, Expenditure and Disclosures Act 1981* No 78
- *Essential Services Act 1988* No 41, Parts 1 and 2 (remainder, the Minister for Industrial Relations)
- *Government Advertising Act 2011* No 35
- *Government Sector Employment Act 2013*
- *ICAC Act 1988* No 35
- *ICAC (Commissioner) Act 1994* No 61
- *Independent Pricing and Regulatory Tribunal Act 1992* No 39
- *Infrastructure NSW Act 2011* No 23
- *Internal Audit Bureau Act 1992* No 20
- *Interpretation Act 1987* No 15
- *Legislation Review Act 1987* No 165
- *Licensing and Registration (Uniform Procedures) Act 2002* No 28
- *Lobbying of Government Officials Act 2011* No 5
- *Major Events Act 2009* No 73
- *Mutual Recognition (NSW) Act 1992* No 61
- *Nation Building and Jobs Plan (State Infrastructure Delivery) Act 2009* No 1
- *Natural Resources Commission Act 2003* No 102
- *Ombudsman Act 1974* No 68
- *Parliamentary Electorates and Elections Act 1912* No 41
- *Parliamentary Evidence Act 1901* No 43
- *Parliamentary Precincts Act 1997* No 66
- *Parliamentary Remuneration Act 1989* No 160
- *Police Integrity Commission Act 1996* No 28
- *Public Finance and Audit Act 1983* No 152, sections 28, 28A, 29, 30, and Schedule 1 (remainder, the Treasurer)
- *Public Interest Disclosures Act 1994* No 92
- *Public Sector Employment and Management Act 2002* No 43 (except Chapter 6, jointly with the Minister for Industrial Relations, and Chapter 7, the Minister for Finance and Services)

- *Returned and Services League of Australia (NSW Branch) Incorporation Act 1935* No 39, jointly with the Minister for Citizenship and Communities
- *Royal Commission (Police Service) Act 1994* No 60
- *Royal Commissions Act 1923* No 29
- *Seat of Government Surrender Act 1909* No 14
- *Seat of Government Surrender Act 1915* No 9
- *Senators' Elections Act 1903* No 9
- *Special Commission of Inquiry (James Hardie Records) Act 2004* No 78
- *Special Commissions of Inquiry Act 1983* No 90
- *State Arms, Symbols and Emblems Act 2004* No 1
- *State Owned Corporations Act 1989* No 134 (except section 37B, the Minister for Finance and Services)
- *Statutory and Other Offices Remuneration Act 1975* No 4
- *Subordinate Legislation Act 1989* No 146
- *Trans-Tasman Mutual Recognition (NSW) Act 1996* No 102
- *Transport Appeal Boards Act 1980* No 104
- *Visy Mill Facilitation Act 1997* No 139
- *Water Industry Competition Act 2006* No 104, Part 3 (remainder, the Minister for Finance and Services)

## NEW AND AMENDING LEGISLATION

### Minister for Local Government's portfolio

(As at 30 June 2013)

- *Local Government Amendment (Conduct) Act 2012*, which made a number of amendments to the *Local Government Act* concerning the conduct and discipline of council officials.
- *Swimming Pools Amendment Act 2012*, which made provision for the registration, inspection and certification of swimming pools.
- *Local Government Amendment (Conduct of Elections) Act 2013*, which amended the *Local Government Act* to provide more flexible arrangements for the administration of local council elections by councils and the NSW Electoral Commissioner.
- *Local Government Amendment (Early Intervention) Act 2013*, which amended the *Local Government Act* to provide new powers, most notably the issuing of performance improvement orders or suspension orders, for the purpose of improving the performance and accountability of councils.

### New and amending legislation in the Premier's portfolio

(Acts assented to during 2012–2013)

- *Election Funding, Expenditure and Disclosures Amendment (Administrative Funding) Act 2013* No 13, an Act to amend the *Election Funding, Expenditure and Disclosures Act 1981* with respect to claims on the Administration Fund; and for other purposes.
- *Election Funding, Expenditure and Disclosures Further Amendment Act 2012* No 99, an Act to amend the *Election Funding, Expenditure and Disclosures Act 1981* with respect to the appointment of party agents and declarations containing no disclosures.
- *Government Sector Employment Act 2013* No 40, an Act relating to employment in the government sector.
- *ICAC Amendment (Disciplinary Proceedings) Act 2013* No 14, an Act to amend the *ICAC Act 1988* with respect to evidence in disciplinary proceedings after findings of corrupt conduct.
- *ICAC Amendment (Register of Disclosures by Members) Act 2012* No 83 an Act to amend the *ICAC Act 1988* with respect to the use of a register of pecuniary interests or other matters disclosed by Members of Parliament.
- *ICAC and Other Legislation Amendment Act 2013* No 35, an Act to amend the *ICAC Act 1988* and other Acts with respect to the vetting of applicants for employment and the provision of information to the Ombudsman about young offenders and other matters; and for other purposes.
- *Members of Parliament Staff Act 2013* No 41, an Act relating to the employment of staff by Members of Parliament and by ministers and certain other political office holders.
- *Miscellaneous Acts Amendment (Directors' Liability) Act 2012* No 97, an Act to amend various Acts and regulations to implement COAG reforms relating to the criminal liability of directors.
- *Ombudsman Amendment Act 2012* No 100, an Act to amend the *Ombudsman Act 1974*, the *Crime Commission Act 2012* and the *Police Integrity Commission Act 1996* with respect to inquiries by the Ombudsman and the disclosure of information.
- *Parliamentary Electorates and Elections Amendment (Redistributions) Act 2012* No 98, an Act to amend the *Parliamentary Electorates and Elections Act 1912* with respect to the criteria for carrying out redistributions of electoral districts.
- *Public Interest Disclosures Amendment Act 2013* No 17, an Act to amend the *Public Interest Disclosures Act 1994* to make further provision for the public officials covered by that Act, disclosures and other matters.

- *Royal Commissions Amendment Act 2013* No 11, an Act to amend the *Royal Commissions Act 1923* and to amend the *Special Commissions of Inquiry Act 1983* relating to separate hearings for multiple member Royal Commissions and voluntary disclosures.
- *Service NSW (One-stop Access to Government Services) Act 2013* No 39, an Act to facilitate the provision by Service NSW of one-stop access to government services; and for other purposes.
- *Statute Law (Miscellaneous Provisions) Act 2013* No 47, an Act to repeal certain Acts and to amend certain other Acts and instruments in various respects and for the purpose of effecting statute law revision; and to make certain savings.
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2012* No 95, an Act to repeal certain Acts and to amend certain other Acts and instruments in various respects and for the purpose of effecting statute law revision; and to make certain savings.
- *Statutory and Other Offices Remuneration Amendment (Judicial and Other Office Holders) Act 2013* No 29, an Act to amend the *Statutory and Other Offices Remuneration Act 1975* to require the Statutory and Other Offices Remuneration Tribunal to give effect to certain government policies in making determinations under Part 3 of that Act concerning the remuneration of judicial and other office holders.
- *Succession to the Crown (Request) Act 2013* No 53, an Act to request the Commonwealth Parliament to enact a further Act to change the law relating to Royal succession and Royal marriages.

### Premier's Portfolio Acts repealed during 2012–2013

- *Nation Building and Jobs Plan (State Infrastructure Delivery) Act 2009* No 1, repealed on 31 May 2013, by Proclamation made under section 31 of the Act by the Governor-in-Council on 8 May 2013 and published on the NSW Legislation website on 10 May 2013.

### New and amending regulations in the Premier's portfolio

(Regulations made during 2012–2013)

- *Government Advertising Regulation 2012*
- *Government Advertising Amendment (Inquiries) Regulation 2013*
- *Government Advertising Amendment (Certification Arrangements) Regulation 2013*
- *Independent Pricing and Regulatory Tribunal Regulation 2012*
- *Service NSW (One-stop Access to Government Services) Regulation 2013*

### Acts administered by OEH

(As at 30 June 2013)

OEH has responsibilities, powers, duties and functions under legislation administered by the Minister for the Environment and the Minister for Heritage.

### OEH administered Acts

- *Brigalow and Nandewar Community Conservation Area Act 2005* No 56
- *Coastal Protection Act 1979* No 13
- *Crown Lands Act 1989* No 6 in so far as it relates to Jenolan Caves Reserve
- *Energy and Utilities Administration Act 1987* No 103 Part 6A; section 40 (1A); and section 45 in so far as it relates to Part 6A and to section 40 (1A)
- *Environmental Trust Act 1998* No 82
- *Filming Approval Act 2004* No 38
- *Forestry Restructuring and Nature Conservation Act 1995* No 50
- *Forestry Revocation and National Park Reservation Act 1996* No 131
- *Forestry Revocation and National Parks Reservation Act 1983* No 37
- *Forestry Revocation and National Parks Reservation Act 1984* No 85
- *Heritage Act 1977* No 136
- *Lane Cove National Park (Sugarloaf Point Additions) Act 1996* No 71
- *Local Government Act 1993* No 30, Part 2A of Chapter 6
- *Lord Howe Island Act 1953* No 39
- *Marine Parks Act 1997* No 4 jointly with the Minister for Primary Industries and the Minister for Regional Infrastructure and Services
- *National Park Estate (Land Transfers) Act 1998* No 163
- *National Park Estate (Lower Hunter Region Reservations) Act 2006* No 90
- *National Park Estate (Reservations) Act 2002* No 137
- *National Park Estate (Reservations) Act 2003* No 24
- *National Park Estate (Reservations) Act 2005* No 84
- *National Park Estate (Riverina Red Gum Reservations) Act 2010* No 22
- *National Park Estate (South-Western Cypress Reservations) Act 2010* No 112
- *National Park Estate (Southern Region Reservations) Act 2000* No 103
- *National Parks and Wildlife Act 1974* No 80
- *National Parks and Wildlife (Adjustment of Areas) Act 2005* No 27
- *Native Vegetation Act 2003* No 103
- *Roads Act 1993* No 33, so far as it relates to Lord Howe Island
- *Soil Conservation Act 1938* No 10, Parts 2A, 3 and 4, and sections 15 and 30A in so far as they relate to Parts 2A, 3 or 4, jointly with the Department of Primary Industries
- *Threatened Species Conservation Act 1995* No 101
- *Wilderness Act 1987* No 196

## New and amending Acts

The following Acts were assented to in 2012–2013:

### OEH administered Acts

- *Coastal Protection Amendment Act 2012* No 71
- *National Parks and Wildlife Amendment (Adjustment of Areas) Act 2012* No 62

## New and amending regulations

The following regulations were made or re-made in 2012–2013:

### OEH administered regulations

- *Coastal Protection Amendment (Code of Practice) Regulation 2012* No 651
- *National Parks and Wildlife Amendment (Registration Labels) Regulation 2012* No 586
- *Heritage Regulation 2012* No 401

## PROSECUTIONS

OEH prosecutes offences under parks, wildlife, threatened species, native vegetation and Aboriginal heritage provisions. OEH Legal Services Branch supports the EPA in its prosecution function.

OEH commenced 38 prosecutions in 2012–2013. The number of completed prosecutions was 24. The 24 completed prosecutions resulted in:

- Twenty convictions.
- Four matters where the offence was proven but a conviction was not recorded.

Details of prosecutions completed during 2012–2013 are recorded below. Details of prosecutions completed under EPA legislation can be found in the EPA Annual Report Appendices.

LEC = Land and Environment Court

LC = Local Court

s.10 = Under section 10 of the *Crimes (Sentencing Procedure) Act 1999* the court, although finding the defendant guilty of the offences charged, did not record a conviction or impose a penalty.

Note: Unless otherwise stated, the dollar amount referred to in the result/penalty column is a fine.

## Prosecutions completed under parks, wildlife, threatened species, Aboriginal heritage and related legislation

Non-tier offences			
Defendant	Charge	Result/Penalty	Court
<i>National Parks and Wildlife Act 1974</i>			
Ausgrid	Harm Aboriginal object	\$4,690 Ordered to publicise details of the offence in the Sydney Morning Herald, the Koori Mail and Ausgrid Annual Report	LEC
Boyd, Gareth John	Possess protected fauna	\$1,000	Hay LC
Boyd, Gareth John	Sell protected fauna	\$1,000	Hay LC
Boyd, Gareth John	Harm protected fauna	\$1,000	Hay LC
Doll, Nathan James	Harm protected fauna	\$2,500	Macksville LC
Doll, Nathan James	Discharge prohibited weapon in park	\$1,000 Ordered to pay investigation costs of \$340	Macksville LC
Sports & Prestige Wholesalers Pty Ltd	Failure to provide driver details	\$500	Sutherland LC
Sports & Prestige Wholesalers Pty Ltd	Failure to provide driver details	\$500	Sutherland LC
<i>National Parks and Wildlife Regulation 2009</i>			
Brotherton, Benjamin Allyn	Possess animal in park	\$500	Cobar LC
Brotherton, Benjamin Allyn	Drive vehicle otherwise than on a road leading into or traversing park	\$500	Cobar LC
Charaeva, Alexandra	Possess animal in park	\$300	Cooma LC
De Bruyn, Pieter Sarel	Drive vehicle in park dangerously	s.10	Downing Centre LC
Elkhoury, Ninos	Park vehicle without valid pass displayed	s.10	Sutherland LC
Germon, Gregory Neil	Drive vehicle otherwise than on an authorised road	\$220	Raymond Terrance LC
Healey, Michael	Drive vehicle in park dangerously	\$440	
Orchard, David Thomas	Conduct commercial activity in park without consent	\$1,100	Woy Woy LC
Orchard, David Thomas	Conduct commercial activity in park without consent	\$550	Woy Woy LC
Orchard, David Thomas	Conduct commercial activity in park without consent	s.10 Ordered to enter into a 12 month good behaviour bond	Woy Woy LC
Person, Marc Laurent	Park vehicle without valid pass displayed	\$100	Hornsby LC
Rawling, Wayne Norman	Park vehicle without valid pass displayed	\$50	Sutherland LC
Rawling, Wayne Norman	Park vehicle without valid pass displayed	\$50	Sutherland LC
Salman, Yasir Bin	Park vehicle without valid pass displayed	s.10	Sutherland LC
<b>TOTAL prosecutions under parks wildlife, threatened species, Aboriginal heritage and related legislation</b>			
<b>Fines</b>		<b>\$16,000</b>	
<b>Other financial penalties</b>		<b>\$0</b>	
<b>TOTAL fines and other financial penalties</b>		<b>\$16,000</b>	

## Prosecutions completed under native vegetation legislation

Non-tier offences			
Defendant	Charge	Result/Penalty	Court
<i>Native Vegetation Act 2003</i>			
Kennedy, John Francis	Clear native vegetation	\$40,000	LEC
Rummery, Thomas	Clear native vegetation	\$80,040	LEC
<b>TOTAL fines under native vegetation legislation</b>		<b>\$120,040</b>	

## Total OEH prosecutions completed

	Number of completed prosecutions	Value of fines and financial penalties
TOTAL prosecutions under parks, wildlife, threatened species, Aboriginal heritage and related legislation (fines)	22	\$16,000
TOTAL prosecutions under native vegetation legislation (fines)	2	\$120,040
<b>TOTAL OEH prosecutions</b>	<b>24</b>	<b>\$136,040</b>

## Summary of significant cases

### Prosecutions under threatened species, parks, wildlife, Aboriginal heritage and native vegetation legislation

#### Ausgrid — harm Aboriginal object

In April 2013 Ausgrid was convicted by the Land and Environment Court of harming an Aboriginal object. Damage was caused to an Aboriginal rock engraving located at Cromer, NSW. The damage was a result of the failure of an Ausgrid employee to adequately review an environmental impact assessment for electrical cable excavation works proposed in the vicinity of the rock engraving. This environmental impact assessment was then supplied to the company engaged to do the excavation works. The excavation works took place on 2 December 2010 and as a result a large portion of the original rock engraving was damaged. Ausgrid was convicted and fined \$4,690, ordered to pay the prosecutor's legal costs of \$36,000 and ordered to publish a notice containing details of the offence in the Sydney Morning Herald, the Koori Mail and its next annual report.

#### Thomas Bede Rummery — native vegetation clearing

In December 2012 Thomas Bede Rummery was convicted by the Land and Environment Court for illegally clearing nearly 239 hectares of native vegetation on a property he owned near Tamworth. The court found that Mr Rummery was negligent because he erroneously relied upon exemptions under the legislation without seeking advice as to whether the exemptions actually applied. The offence resulted in moderate to substantial environmental harm. Mr Rummery was fined \$80,040 and ordered to pay the prosecutor's legal costs.

# ABBREVIATIONS

The following abbreviations were used in the annual report.

<b>AASB</b>	Australian Accounting Standards Board
<b>AHIP</b>	Aboriginal Heritage Impact Permit
<b>AHIMS</b>	Aboriginal Heritage Information Management System
<b>ARC</b>	Audit and Risk Committee
<b>ARMC</b>	Audit and Risk Management Committee
<b>AustLII</b>	Australasian Legal Information Institute
<b>BAF</b>	Business Advisory Forum
<b>CACC</b>	Conservation Audit and Compliance Committee
<b>CAE</b>	Chief Audit Executive
<b>CAF</b>	Council for the Australian Federation
<b>CCF</b>	Climate Change Fund
<b>CE</b>	Chief Executive
<b>CEO</b>	Chief Executive Officer
<b>CLAS</b>	Community Language Allowance Scheme
<b>CMS</b>	Content Management System
<b>COAG</b>	Council of Australian Governments
<b>CSC</b>	Coal Seam Gas
<b>DIG</b>	Delivery and Implementation Group
<b>DFS</b>	Department of Finance and Services
<b>DLG</b>	Division of Local Government
<b>DNPS</b>	Distribution Network Services Providers
<b>DPC</b>	Department of Premier and Cabinet
<b>DTIRIS</b>	NSW Department of Trade and Investment, Regional Infrastructure and Services
<b>EDRMS</b>	Electronic Document and Records Management System
<b>EEO</b>	Equal Employment Opportunity
<b>EPA</b>	Environment Protection Authority
<b>EPI</b>	Environmental Planning Instrument
<b>EUA</b>	Environmental Upgrade Agreement
<b>FACS</b>	Department of Family and Community Services
<b>FTE</b>	Full Time Equivalent
<b>GG</b>	Government Group
<b>GIPA</b>	<i>Government Information (Public Access) Act</i>
<b>Gonski</b>	National Education Reform Agreement
<b>government</b>	the NSW government, unless otherwise specified
<b>GST</b>	Goods and Services Tax

## ABBREVIATIONS

<b>HTML</b>	Hypertext Markup Language	<b>SBS</b>	Solar Bonus Scheme
<b>HR</b>	Human resources	<b>SBRS</b>	Solar Bonus Reimbursement Scheme
<b>HSC</b>	Health and Safety Committee	<b>SES</b>	Senior Executive Service
<b>IAU</b>	Information Access Unit	<b>SEB</b>	Senior Executive Board
<b>ICAC</b>	Independent Commission Against Corruption	<b>SGC</b>	Superannuation Guarantee Contributions
<b>ICT</b>	Information and Communications Technology	<b>SGML</b>	Standard Generalised Markup Language
<b>IGAFFR</b>	Intergovernmental Agreement on Federal Financial Relations	<b>SIPG</b>	Strategic Initiatives and Performance Group
<b>IIReS</b>	Improvement in Regulatory Services	<b>SMC</b>	Senior Management Council
<b>IT</b>	Information Technology	<b>SNE</b>	Seamless National Economy
<b>IWD</b>	International Women's Day	<b>SPCG</b>	Strategic Policy and Coordination Group
<b>JCC</b>	Joint Consultative Committee	<b>TC</b>	Treasury Circular
<b>M2</b>	M2 motorway (also known as the Hills M2 motorway)	<b>TCorp</b>	NSW Treasury Corporation
<b>NABERS</b>	National Australian Built Environment Ratings Scheme	<b>TMF</b>	Treasury Managed Fund
<b>NAIDOC</b>	National Aboriginal Islander Day Observance Committee	<b>TPP</b>	Treasury Policy and Guidelines Paper
<b>NDIS</b>	National Disability Insurance Scheme	<b>VET</b>	Vocational Educational Education and Training
<b>NPWS</b>	National Parks and Wildlife Service	<b>XML</b>	Extensible Markup Language
<b>NOLS</b>	National Occupational Licensing Scheme	<b>WDP</b>	Work and Development Plan
<b>OCHRE</b>	Opportunity, Choice, Healing, Responsibility, Empower	<b>WHS</b>	Work Health and Safety
<b>ODG</b>	Office of the Director General	<b>WRAPP</b>	Waste Reduction and Purchasing Policy
<b>OGC</b>	Office of General Counsel	<b>YPN</b>	Young Professionals Network
<b>OEH</b>	Office of Environment and Heritage		
<b>PCO</b>	Parliamentary Counsel's Office		
<b>PPIP</b>	<i>Privacy and Personal Information Protection Act 1998</i>		
<b>PSA</b>	Public Service Association		
<b>PSC</b>	Public Service Commission		
<b>PAUT</b>	Property Asset Utilisation Taskforce		
<b>RAPs</b>	Regional Action Plans		
<b>RAQI</b>	Regional Air Quality Index		
<b>RDR</b>	Reduced Disclosure Requirements		
<b>RPOEP</b>	Responsible Pet Ownership Education Program		
<b>RSS</b>	Really Simple Syndication		

## CONTACT DETAILS

**Premier of New South Wales  
The Honourable Barry O'Farrell MP  
Member for Ku-ring-gai  
Premier and Minister for Western Sydney**

Governor Macquarie Tower

1 Farrer Place

Sydney NSW 2000

GPO Box 5341

Sydney NSW 2001

T (02) 9228 5239

F (02) 9228 3935

**[www.nsw.gov.au](http://www.nsw.gov.au)**

Business Hours: 8.00am to 6.00pm  
Monday to Friday

**Department of Premier and Cabinet**

Sydney CBD

Governor Macquarie Tower

1 Farrer Place

Sydney NSW 2000

GPO Box 5341

Sydney NSW 2001

T (02) 9228 5555

F (02) 9228 3522

E [contact\\_us@dpc.nsw.gov.au](mailto:contact_us@dpc.nsw.gov.au)

**[www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au)**

Business Hours: 8.30am to 5.00pm  
Monday to Friday

**Metropolitan and Regional Offices**

Business Hours: 9:00am to 5.00pm  
Monday to Friday



## CONTACT DETAILS

Central and Sydney East  
GPO Box 5341  
Sydney NSW 2001  
T (02) 9228 5432  
F (02) 9228 4096

Greater Western Sydney  
Locked Bag 5045  
Parramatta NSW 2124  
T (02) 9685 2400  
F (02) 8836 4960

Central Coast  
PO Box 1327  
Gosford NSW 2250  
T (02) 4337 2311  
F (02) 4324 2698

Hunter  
Level 5  
PricewaterhouseCoopers Centre  
26 Honeysuckle Drive  
Newcastle NSW 2300  
T (02) 4921 2600  
F (02) 4927 8798

Illawarra and South East  
(Wollongong Office)  
PO Box 892  
Wollongong NSW 2520  
T (02) 4253 6300  
F (02) 8243 9426

(Queanbeyan Office)  
PO Box 1594  
Queanbeyan NSW 2620  
T (02) 6229 7800  
F (02) 6229 7801

North Coast  
PO Box 805  
Coffs Harbour NSW 2450  
T (02) 6659 8650  
F (02) 6648 7232

Western NSW  
(Dubbo Office)  
PO Box 865  
Dubbo NSW 2830  
T (02) 6826 7800  
F (02) 6884 7405

(Wagga Wagga Office)  
PO Box 2460  
Wagga Wagga NSW 2650  
T (02) 6926 8600  
F (02) 6921 4654

(Tamworth Office)  
PO Box 865  
Tamworth NSW 2340  
T (02) 6760 2670

## Minister for the Environment Minister for Heritage The Honourable Robyn Parker MP Member for Maitland

Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000  
T (02) 9228 5253  
F (02) 9228 5763  
E [office@parker.minister.nsw.gov.au](mailto:office@parker.minister.nsw.gov.au)

## Office of Environment and Heritage

Head Office  
59–61 Goulburn Street  
Sydney NSW 2000  
PO Box A290  
Sydney South NSW 1232  
T (02) 9995 5000  
F (02) 9995 5999  
[www.environment.nsw.gov.au](http://www.environment.nsw.gov.au)  
Details of Sydney and Regional Offices  
are listed on the website above.

## OEH Information and Environment Line

For reporting pollution, requesting  
information or publications.  
T 131 555 or (02) 9995 5555  
E [info@environment.nsw.gov.au](mailto:info@environment.nsw.gov.au)  
For national parks information, annual  
passes, energy efficiency, publications.  
T 1300 361 967  
Business Hours: 8.30am to 5.00pm  
Monday – Friday  
(pollution incidents and motor  
vehicle reports 24 hours)

## Minister for Local Government

The Honourable Don Page MP  
BEc MEc DipRurAcctg  
Member for Ballina

Minister for Local Government and  
Minister for the North Coast  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000  
T (02) 9228 3403  
F (02) 9228 3442

## Division of Local Government Head Office

5 O'Keefe Avenue  
Nowra NSW 2541  
Locked Bag 3015  
Nowra NSW 2541  
T (02) 4428 4100  
F (02) 4428 4199  
TTY (02) 4428 4209  
E [dlg@dlg.nsw.gov.au](mailto:dlg@dlg.nsw.gov.au)  
[www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)  
Business Hours: 8.30am to 5.00pm,  
Monday to Friday

## Sydney Office

Level 9  
6 O'Connell Street  
Sydney NSW 2000  
PO Box R1772  
Royal Exchange NSW 1255  
T (02) 9289 4000  
F (02) 9289 4099  
Business Hours: 8.30am to 5.00pm,  
Monday to Friday

## Parliamentary Counsel's Office

Level 23  
AMP Centre  
50 Bridge Street  
Sydney NSW 2000  
GPO Box 4191  
Sydney NSW 2001  
T (02) 9321 3333  
F (02) 9232 4796  
E [parliamentary.counsel@pco.nsw.gov.au](mailto:parliamentary.counsel@pco.nsw.gov.au)  
[www.pco.nsw.gov.au](http://www.pco.nsw.gov.au)  
Business Hours: 8.30am to 5.30pm,  
Monday to Friday

## Parliament House

Macquarie Street  
Sydney NSW 2000  
T (02) 9230 2111  
[www.parliament.nsw.gov.au](http://www.parliament.nsw.gov.au)  
Business Hours: 9:00am to 5.00pm,  
Monday to Friday

# INDEX

<b>A</b>	
abbreviations .....	180–181
Aboriginal employment .....	50
Aboriginal Heritage Information Management System .....	29
Aboriginal heritage legislation.....	28
Aboriginal objects .....	29
Aboriginal people .....	16
Aboriginal Places.....	28
about us .....	3
account payment performance.....	157
Acts — new and amending .....	177
Acts administered by OEH .....	176
Acts allocated to the Premier .....	174
administered Acts — OEH .....	176
administration — appendices .....	133–140
advertising expenditure.....	14
air quality .....	37
annual report expenditure .....	14
Audit and Risk Management .....	144
audit reports and external reviews .....	146
<b>B</b>	
backyard pool safety.....	26
bilateral arrangements.....	18
biodiversity.....	35
budget review .....	103
bushfire in national parks.....	32
bushfire risk.....	27
<b>C</b>	
cash and cash equivalents — current assets .....	89, 123
cash flow.....	61, 104, 118, 126
catchment management authorities.....	33
central agencies .....	11
changes in equity.....	60, 117
child sexual assault in Aboriginal communities .....	15
children exploring environment.....	31
China .....	24
claims and reports .....	51
climate change measures .....	16
clusters.....	16
COAG .....	3, 4, 17, 18, 23
coastal protection legislation.....	35
commitments for expenditure.....	102, 126
community events.....	19
compliance with financial directives.....	70
comprehensive income.....	58, 115
conditions on contributions .....	86
consultancies .....	147, 148
consultation portal.....	21
consumer response .....	52
contacts .....	182–183
contents .....	iii
contingent liabilities and assets.....	102, 126
controlled entities .....	137
corporate governance.....	47–53
council conduct.....	26
council performance.....	26
credit card use .....	146
current/non current liabilities .....	94–96, 125
customer service .....	36
<b>D</b>	
Delivery and Implementation Group .....	4, 87, 166
Destination 2036 .....	26
Directions Statement .....	6, 7
Director General (statement).....	55
Disability Action Plan .....	49
Division of Local Government .....	5, 26
<b>E</b>	
e-reporting tool.....	20
energy efficiency .....	27, 34
energy reforms.....	18
energy savings schemes .....	18
Environment and Heritage portfolio.....	9
environmental — appendices .....	141, 142
environmental analysis and forensics .....	37
environmental challenges.....	35
environmental performance of buildings.....	34
environmental water to targeted areas .....	33
equal employment opportunity .....	48
evaluation framework.....	16
Event Access and Inclusion Project .....	19
events after the reporting period.....	110, 132
exceptional movements in remuneration.....	163
expenses excluding losses .....	80, 122
<b>F</b>	
female executive officers .....	160
financial assets — current assets .....	90, 123
financial instruments.....	105, 127–132
financial position.....	59, 116
Financial statements — DPC.....	54–110
floodplain, coastal and estuary management.....	35
funding and expenditure — appendices .....	143–158
funding for NSW schools.....	11
funds and grants .....	148–156
<b>G</b>	
Gain/(loss) on disposal.....	85
<i>GIPA Act</i> .....	137–140
<i>Government Advertising Act 2011</i> .....	14
Government Group .....	4, 164
Government information.....	137
government relations .....	26
<b>H</b>	
<i>Heritage Act 1977</i> .....	41, 111–132
Heritage Council Annual Report .....	38–41
Heritage Council members.....	38
heritage places and objects .....	29
heritage services .....	29
horse riding .....	31
households reduce energy use.....	34
housing supply.....	20
human resources — appendices .....	159–173
Independent Auditor's Report DPC .....	56
Independent Auditor's Report (Corporation Sole for the Minister Administering the <i>Heritage Act</i> ) .....	113, 114
<b>I</b>	
industrial relations .....	51
infrastructure .....	15, 17, 23, 26
intangible assets.....	93
Intergovernmental Agreement on Federal Financial Relations.....	18
inventories — current assets .....	97
investment opportunities.....	24
<b>K</b>	
Kings Cross plan.....	20

**L**

land management in national parks.....	32
law services.....	44
leadership networks .....	15
legal — appendices .....	174–179
legislation and legal change.....	174–175
legislative drafting services.....	42
legislative projects.....	12
local government elections.....	26

**M**

major capital works .....	141
managed lands and waters .....	141
mining and coal seam gas use .....	16
Minister for Local Government's portfolio.....	175
mobile app.....	14
mountain biking.....	31
multicultural policies and services .....	49
Murray Darling Basin Plan.....	18

**N**

National Disability Insurance Scheme .....	11
national reforms .....	17
native vegetation .....	33
NDIS Hunter launch.....	15
net assets from equity transfers.....	97
new communications technologies.....	15
non-current assets.....	90–92, 124
NSW 2021 reporting.....	19
NSW and Hunter Region heritage grants .....	41
NSW NOW — the new state of business.....	10

**O**

Office of Environment and Heritage .....	5, 27–37, 171–173
Office of General Counsel .....	4, 168
Office of International Engagement .....	24
Office of the Director General .....	4
Office of the Governor of NSW .....	22
online induction program.....	25
online services.....	31
organisational chart .....	8
other gains/(losses).....	86
overseas visits .....	135, 136

**P**

Parliamentary Annual Report Tables .....	162
Parliamentary Counsel's Office .....	4, 42–46, 167, 169, 170
performance .....	13–37
performance highlights.....	10–12, 27, 42
personnel services to statutory bodies.....	163
pests in national parks.....	32
Planning and Infrastructure portfolio.....	9
planning reforms .....	16
planning strategies .....	15
planning system.....	41
policy and service delivery .....	11
Premier and Cabinet cluster .....	9
Premier's international engagement, protocol and hospitality .....	19
Premier's portfolio.....	9, 175–176
Premier's Portfolio Acts repealed .....	177
Privacy Management Plan.....	134
private sector.....	11, 24
Property Asset Utilisation Taskforce.....	15
prosecutions .....	178
public interest disclosures .....	134

**R**

receivables — current assets .....	89, 123
red tape reduction and “one on two off” policy .....	20
reducing energy costs .....	34
Regional Action Plans .....	11
regions and investment opportunities.....	24
regulations.....	21, 177
relocation of DPC .....	10
resource recovery.....	53
resources.....	42
responsible pet ownership.....	26
restricted assets.....	94, 125
revenue.....	122

**S**

school education reforms .....	15
school funding arrangements.....	17
science and research.....	37
seamless national economy.....	17
Senior Executive Service .....	160, 164–173
senior management .....	8
service groups .....	62–69, 87–88
Service NSW.....	22
Socialtext.....	25
sponsorship revenue.....	23
staff .....	25
staff profile by employment category (DPC).....	160, 161
staffing, policies and practices.....	47
state agreements .....	18
state government services locally.....	19
State Heritage Register.....	38–40
State Infrastructure Strategy .....	15
statutory applications .....	40
statutory planning tools.....	40
Strategic Centre Initiative .....	2
Strategic Initiatives and Performance Group .....	4, 165
Strategic Policy and Coordination Group .....	4, 166, 169
streamlining licences.....	18
summary of significant accounting policies .....	71–79, 119–121
Sydney Harbour.....	31

**T**

Talent Management Program .....	25
tourism in national parks.....	30
transfer payments .....	86
trust funds .....	126

**V**

visitation.....	30
vocational educational and training .....	15
volunteers .....	35

**W**

waste reduction and purchasing .....	52
website duplication and costs.....	14
work health and safety .....	50
workers' compensation.....	24
workplace giving program.....	21

**Y**

Young Professionals Network.....	50
----------------------------------	----

