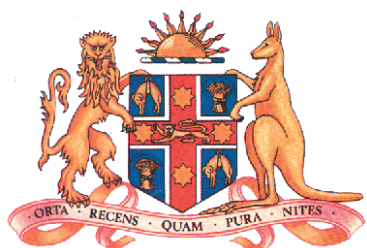


ANNUAL REPORT

2002-2003



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Dear Premier

I am pleased to enclose the 2002–2003 Annual Report for presentation to Parliament.

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

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

The coordination of the government's economic and environmental response to the South East bushfires was just one of numerous important activities performed by the Department during the year.

The Drugs and Community Action Strategy continued its work on a number of high profile projects, and the communitybuilders.nsw website was acclaimed by the OECD as "the world's most comprehensive e-Public Work project".

As part of the implementation of the *Public Sector Employment and Management Act 2002*, Performance and Conduct Guidelines have been developed and information sessions provided for public sector agencies.

The Rugby World Cup Taskforce has coordinated planning and support for this major international event, to ensure the streamlined delivery of services in Sydney, Gosford and Wollongong, along with numerous festivities and events.

Yours sincerely

C. Gellatly
Director General
October 2003

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Corporate framework 2002-03

Our PURPOSE

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

Our VISION

NSW - a better place to live, work and do business.

Our VALUES

We value and have a commitment to:

Innovation and leadership

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

Service commitment

We are responsive in the way we deliver our services.

No surprises

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

Fairness, diversity and social justice

We value diversity and treat each person with fairness and respect.

Integrity

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

Delivery

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

Partnerships with Aboriginal people

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

Our STRATEGY

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

Who we are

At the NSW Premier's Department we support the Premier to achieve government objectives. We also provide leadership and direction to the NSW public sector.

We have a dedicated team of people who work to deliver our vision of making NSW a better place to live, work and do business.

We are motivated to deliver community outcomes that result from government, business and community collaboration.

What we do

The NSW Premier's Department:

- provides strategic advice and services to the Premier
- manages issues and projects of significance to NSW
- provides direction and leadership to the NSW public sector to ensure a whole-of-government approach to policy development and service provision as well as the effective management of public sector staff and resources.

Our services focus on:

- a whole-of-government coordination of major business, investment, infrastructure and community proposals and initiatives
- leading and making possible whole-of-government efforts to strengthen communities
- improving the management of public sector resources to achieve improved equity, efficiency and effectiveness
- improving opportunities and government service delivery in targeted areas throughout the state.

Our organisation

This Annual Report reflects the structure of the Premier's Department for the 2002-03 financial year. The Premier's Department has seven major divisions: Strategic Projects Division, Office of Protocol and Special Events, Ministerial and Parliamentary Services, Major Venues and Rugby World Cup Coordination Unit, Office of the Director of Equal Opportunity in Public Employment, Review and Reform Division and Public Sector Management Office.

Strategic Projects Division

The Strategic Projects Division leads and facilitates whole-of-government and community efforts to deliver tangible and sustainable social, environmental and economic benefits for the people of NSW.

Infrastructure Coordination Unit

The Infrastructure Coordination Unit (ICU) supports the Government's strategic directions through the coordination of infrastructure planning. The ICU concentrates on projects requiring cross-agency coordination and a whole-of-government approach. It also has specific responsibilities in relation to considering opportunities for private sector involvement in the provision of infrastructure.

ICU is transferred to the Department of Urban and Transport Planning (now Infrastructure, Planning and Natural Resources). ICU will be reporting in that department's Annual Report.

Community Projects and Management Services

Community Projects and Management Services is primarily responsible for providing executive and administrative services and for supporting the department in its financial, organisational development, human resources, training and development functions. It has provided significant support for various ceremonies and celebrations and in situations of major emergencies and natural disasters. The branch also has a significant role in supporting and funding a number of community projects.

Development Projects Unit

The Development Projects Unit (DPU) provides services which focus on whole-of-government coordination of major business, investment, environmental and infrastructure activities across the state. It has a particular emphasis on projects in the Hunter region, including:

- providing timely, effective, cross-agency coordination for steel projects
- complying with contractual obligations associated with the steel projects
- facilitating future economic growth and environmental benefits in the Hunter
- facilitating and coordinating between NSW and the Commonwealth Government to reduce delays and other cost impediments to the projects.

The unit also assists the government and communities to make the most of key challenges and opportunities—financial prudence, job creation, social justice and environmental issues—by providing innovative projects and issues management which meet the needs of regional and rural NSW.

DPU has worked closely with the former Austeel Steering Committee (ASC) and, subsequently, The Industry and Environmental Land Development Taskforce (TIELDT). Opportunities in the steel industry arose from the departure of BHP from Newcastle and interest by Austeel, Protech Steel and Hunter Specialty Steels to establish steel mill developments in Newcastle and the Hunter region.

Disaster Response and Special Services

The Office of Disaster Response and Special Services (DR&SS) assists the government to meet the challenges posed by incidents affecting national security, natural disasters and other emergencies, including any outbreak of an exotic animal disease.

The Office advises on emergency planning and response and recovery operations. It is a coordination point for external agencies during major natural disasters and emergencies and it liaises with emergency management and law enforcement organisations. The Office maintains the capability for dealing with policy issues that may arise in the event of a terrorist incident.

DR&SS is also responsible for the NSW contribution to the National System of Honours and Awards and a range of state awards arising from responses to natural disasters, major incidents and other initiatives.

Our key result areas

1. Improved public sector performance

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

2. Meet key challenges, opportunities and priorities

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

3. Support the machinery of government

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

4. Excel in people and resource management within Premier's Department

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

Office of Protocol and Special Events

The Office of Protocol and Special Events (OPSE) was formed in November 2002 to provide management and coordination services for the Premier in regard to special events, official visits, honours and awards. OPSE comprises the activity areas formerly undertaken by the Office of Protocol, Premier's Department Special Events and Government Coordination Unit, Office of the Governor and the Australia Day Council of NSW.

Ministerial and Parliamentary Services

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

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

- support services for the offices of the Premier, ministers, the Leaders of the Opposition and former office holders
- policy and administrative support for the three independent remuneration tribunals—Statutory and Other Offices, Local Government, and the Parliamentary Remuneration Tribunal
- coordination of Premier's Department responsibilities under the *Freedom of Information Act 1989* and the *Privacy and Personal Information Protection Act 1998*
- advice to the Premier on remuneration for members of government boards and committees
- coordination of Cabinet appointments to government boards and committees
- media monitoring services for the Premier, parliament, ministers and certain government agencies
- transport and fleet management services for the Premier, ministers, the Leaders of the Opposition, former office holders, VIPs and certain government agencies
- coordination of the department's involvement in overseas projects
- policy and administrative support for the Sesquicentenary of Responsible Government Trust and Sesquicentenary of Responsible Government History Projects Committee.

Major Venues and Rugby World Cup Coordination Unit

The 2000 Olympics raised Sydney's profile to a global audience and heightened interest in NSW as an exciting, safe and hospitable destination for major events. To make the most of the Olympic legacy of parklands, precincts and innovative venues, a coordinated approach is required. This will ensure we maximise the potential of these valuable state assets, enable us to secure events of world interest and provide the best return for our investment.

Staging of the 2003 Rugby World Cup has drawn on the unit's resources and management skills. The Major Venues and Rugby World Cup Coordination Unit has been the coordination point for all the NSW government's support services for the event, in which 20 international teams will compete.

Office of the Director of Equal Opportunity in Public Employment

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

Review and Reform Division

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

- **Performance Measurement** in all budget-dependent policy areas
- **Performance Review** of the appropriateness, prudence, efficiency and effectiveness of budget-funded programs
- **Performance Improvement** the development and implementation of major whole-of-sector change initiatives, particularly in the area of Corporate Services Reform.

RRD reports to the Director General of Premier's Department for projects flowing from the department's corporate plan, and to the Chair of the Council on the Cost and Quality of Government for delivering the Council's work program as agreed with the Premier. The Council is a management advisory body to the Premier and includes chief executive officers from both the public and private sectors. As part of the department's corporate planning process, RRD proposes, develops and delivers the government's Corporate Services Reform Initiative.

Public Sector Management Office

The Public Sector Management Office (PSMO) supports the NSW public sector to deliver the government's objectives by providing leadership and advice on reform and productive employee relations.

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

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

Following a restructure of the Premier's Department, PSMO's role and title has changed. From 1 July 2003, the PSMO and the Office of the Director of Equal Opportunity in Public Employment will be known as the Public Employment Office.

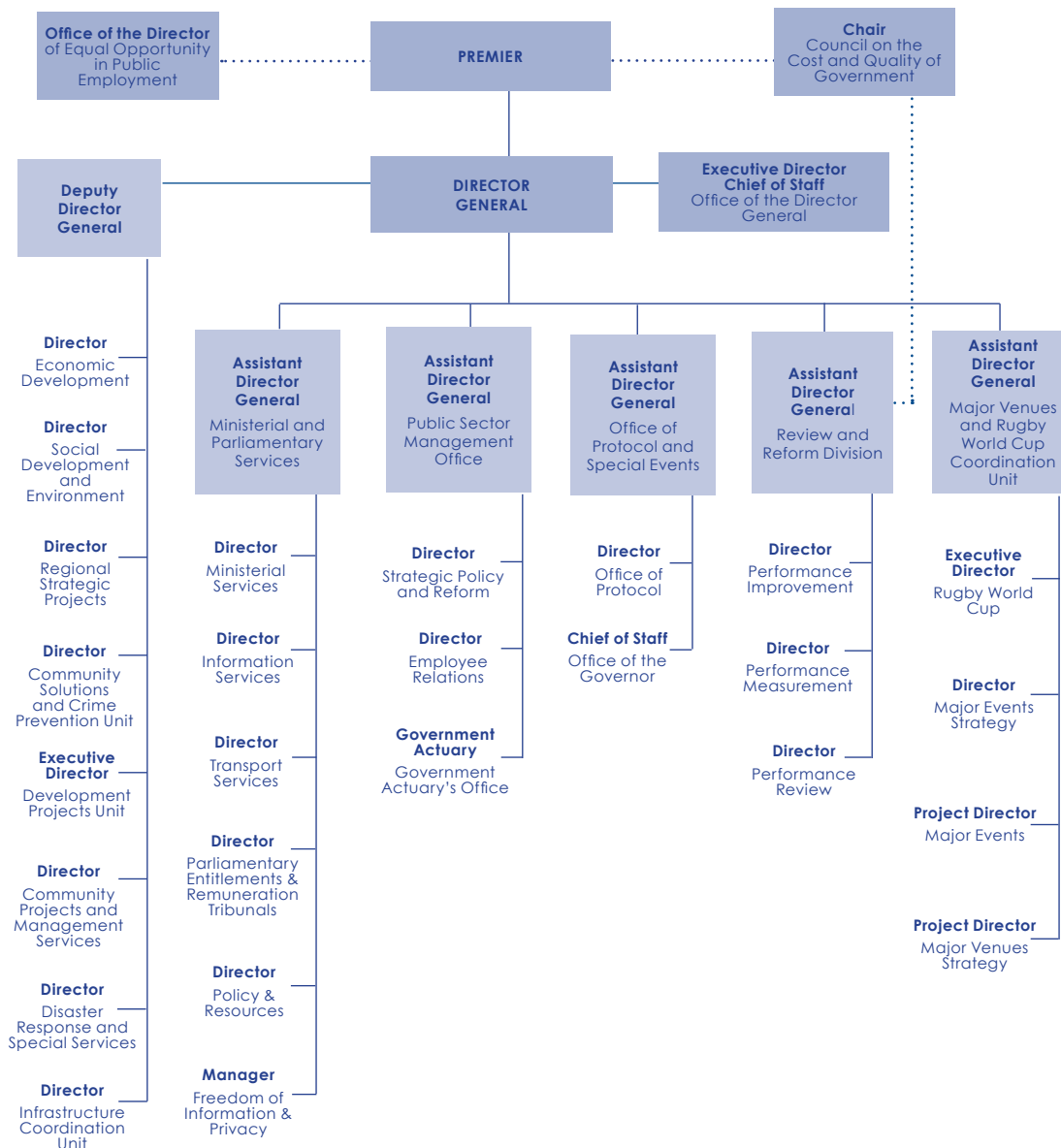
Government Actuary's Office

The Government Actuary's Office provides actuarial and related advice to the NSW government, its agencies and other bodies. The advice typically relates to systems which involve demographic, financial, design and administration factors. The systems involved include superannuation, insurance (workers compensation, compulsory third party, medical malpractice, public liability, health, etc), employee liabilities and friendly societies. In providing advice it is often necessary to build actuarial models to allow for the likelihood of various future events, and in order to determine accrued and accruing liabilities and estimate impacts of possible policy changes. The Government Actuary's Office closed on 25 July 2003.



Premier presenting staff award to Nada Nasser for
Youth Partnerships with Arabic-Speaking Communities Strategy

Our organisational chart 2002-2003



Note:

For administrative purposes Office of the Director of Equal Opportunity in Public Employment (ODEOPE) and the Council on the Cost and Quality of Government (CCQG) are part of Premier's Department, but the Director ODEOPE and Chair CCQG report directly to the Premier.

The Infrastructure Coordination Unit and the Centennial Park and Moore Park Trust were part of Premier's Department and reported to the Deputy Director General. With the administrative changes of 1 April, the Department was transferred to the Department of Urban and Transport Planning (now Infrastructure, Planning and Natural Resources). The Centennial Park and Moore Park Trust transferred to the Department of Sport and Recreation (now Department of Tourism, Sport and Recreation).

Our senior management 2002-2003

Department Head

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

Brendan O'Reilly, MM (Ed)
Deputy Director General

Public Sector Management Office

Peter Loxton, BA
Assistant Director General

Office of the Director of Equal Opportunity in Public Employment

Carol Davies
Director

Ministerial and Parliamentary Services

Brad Fitzmaurice
BA(Hons), MA(Hons)
Assistant Director General

Major Venues and Rugby World Cup Coordination Unit

Bob Adby
Assistant Director General

Review and Reform Division

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

Office of Protocol and Special Events

John Trevillian AM
Assistant Director General

Office of the Director General

Alex Smith AM
Executive Director and Chief of Staff

Our history

Special staff for the Premier were first established in September 1907. The Premier at the time was Charles Wade, KC, Attorney General and Minister of Justice. The Premier's Office was created as a branch of the department of the Attorney General and of Justice.

From 1907 to 1914, the Under Secretary of the ministerial department in which the Premier's Office was located, acted as Permanent Head of the Premier's Office. They were the Under Secretary, Colonial Treasurer's Department (1910–11), and Under Secretary, Colonial Secretary's Office. It was charged with business connected with:

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

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

Since 1914 there have been numerous variations in the structure and functions of the department. The range of the department's responsibilities, including those of the department head, have increased substantially over the years.

By 1982–83 major activities of the department were grouped into three related categories:

1. Functions directly related to the Premier which included functions for which the Premier was responsible as Head of Government, Chair of Cabinet, and Premier of NSW
2. Functions traditionally and constitutionally associated with the Premier's administration activities related to the parliament, Government House, the state's overseas offices, government ceremonial occasions and hospitality. Also included were activities that arose from the Premier's capacity as ministerial head of the public service
3. Functions directly related to the Premier as a Minister of the Crown when administering specific portfolios in addition to his responsibilities as Premier.

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

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

Our regional coverage

Regions and office locations

Central Coast	Gosford
Hunter	Newcastle
Illawarra	Wollongong
New England/North	West Armidale
North Coast	Coffs Harbour
Riverina-Murray	Wagga Wagga
South East	Queanbeyan
Western	Dubbo
Coastal Sydney	Sydney
South West Sydney	Bankstown
Western Sydney	Parramatta

Refer to the inside front cover for office contact details.



By 1990–91 the department's objectives were to:

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

The present government was elected in 1995. Again there were various reforms and restructures aimed at improving the efficiency and effectiveness of the Premier's Department. Its current structure, role and objectives are contained in this report.

Our year in review

2002-2003

Strategic Projects Division

- Coordinated and managed the government's economic and environmental recovery initiatives in response to the south-east bushfires.
- Led the government's natural resource initiative to restore the flows of the Snowy River to maximise the economic, community and cultural benefits for the Snowy River Catchment.
- Coordinated detailed planning for the redevelopment of Energy Australia Stadium at Newcastle.
- Conducted a review of the Regional Coordination Program and developed a Regional Strategic Framework to enhance its strategic effectiveness.
- Worked with key stakeholders, including government and community representatives, to develop packages of crime prevention initiatives in 16 priority locations.
- The Drugs and Community Action Strategy—with over 80 local Community Drug Action Teams operating throughout NSW—continued its work on a number of high profile NSW Drug Summit Government Plan of Action projects.
- The Redfern-Waterloo Partnerships Project—a whole-of-government, whole-of-community approach—was established to improve the health, security, education, employment and amenity of the Redfern-Waterloo area.
- Youth partnerships were established with the Arabic-speaking and Pacific Island communities. The partnerships involved collaboration between government and the respective communities in developing strategies with a whole-of-community focus that promote the general well-being of young people and their families.
- The Strengthening Local Communities Strategy held its highly successful *Strengthening Communities: People Place Partnerships 2* conference with over 680 participants from the private and community sectors and the three tiers of government.



From left to right: Margaret Allison - Director General, Department of Ageing Disability and Homecare, Allen Madden - Cultural and Environment Officer, Metropolitan Local Aboriginal Land Council, Professor Mick Dobson - Chair, of Australian National University Institute for Indigenous Australia and Lynette Thorstensen - Director, Strengthening Communities Premier's Department at the *People Place Partnerships 2* conference.

- Communitybuilders.nsw website increased its traffic to over eight million hits during the year, and was internationally acclaimed by the OECD Advisory Committee on E-Government as 'the world's most comprehensive e-Public Work project'.

Community Projects and Management Services

- Community Projects and Management Services coordinated corporate services for the NSW Premier's Department, including financial and budget management. The branch liaised with NSW Treasury and the Central Corporate Services Unit (CCSU) to achieve good financial management and compliance with Treasury directions and other legislative requirements.
- During 2002–2003 NSW experienced the impacts of the worst drought in living memory. The department, while supporting NSW Agriculture, played a lead role in the coordination of strategies to oversight the status of NSW's major dams, water storage sites and town water supplies throughout NSW. The department's liaison with major financial institutions, agribusiness, and farmer organisations ensured that government responses to the drought were both timely and appropriate.
- The branch continued to improve information management for staff through a project to upgrade the intranet site. The complete rebuild of the site will take advantage of concepts of content management, decentralised authoring, and database driven linking.
- In support of the NSW government's electronic Procurement Implementation Strategy, the branch worked closely with CCSU and other divisions during the year to implement key electronic procurement and financial system reforms.
- In collaboration with CCSU, the department also introduced as part of its payroll service, the CHRIS Kiosk which is an electronic self-service mechanism for individual staff to apply for and gain approval of recreation, sick and extended leave, view payroll details including payslips, and modify banking details and home contact details. This initiative is currently being accessed by some 400 of Premier's Department staff with the remainder coming onto the system early in the new financial year.

Development Projects Unit

- Released the Newcastle Port Environs Concept Proposal in February 2003. The Concept Proposal provides a strategic overview of the future development of the Newcastle Port environs by identifying key development and environment issues and categorising areas for potential use.
- Facilitated the acquisition of Pasminco's Broken Hill zinc/lead silver mining assets by Perilya Limited. Perilya commenced full operations in July 2002 which has resulted in the employment of 400 people and the extension of mining until 2012, with the possibility of extending mining until 2015 and beyond. This is a significant achievement considering Pasminco previously announced its intention to close the mine by 2006 or earlier.

- Worked with a number of private sector parties on the development of a mineral sands industry in far west NSW. A package has been developed to assist BeMaX Resources NL with its plans for a \$225 million project at Poonaerie.
- Adopted a whole-of-government approach to finalising approvals and infrastructure for Barrick Gold's Lake Cowal project. The project represents an investment of \$340 million and will result in the creation of 200 jobs.

Disaster Response and Special Services

- Successful participation in the national exercise to test the capability of responding to an outbreak of an exotic animal disease.
- Participation in the National System of Honours and Awards involving the Order of Australia and the Australian Bravery Decorations. Coordination of the NSW nominations for the Centenary Medal.
- Active participation in defining policy for the distribution of publicly donated funds by the Community Disaster Relief Fund Committee to assist the victims of natural disasters and other emergencies.
- Development of guidelines for dealing with suspicious packages and mail items and procedures for reporting security incidents.
- Ongoing contribution to counter terrorism arrangements in NSW and Australia.
- Continuing contribution to emergency management response and recovery arrangements for natural disasters.

Office of Protocol and Special Events

Office of Protocol

- The Office of Protocol coordinated and managed 240 events during the year.
- Sixty-four state hospitality functions were arranged together with many conferences, meetings and functions for other agencies.
- The Office of Protocol coordinated the planning and conduct of over 12 major visits by heads of state, heads of government and numerous guests of government.
- Official visits were coordinated for many ministers from the European Trade Commission, Egypt, Indonesia, Sri Lanka, Philippines, Lebanon and Vietnam.
- Diplomatic visits were coordinated for the High Commissioners for Cyprus, Mauritius, India, Fiji, New Zealand, Ghana and Malaysia, together with the Ambassadors of Sweden, Belgium, Sudan, Austria, Thailand, Poland and Brunei.
- The Office of Protocol coordinated—with the Royal Australian Navy—official calls by commanders of visiting naval ships from Chile, New Zealand, France and Italy.

Special Events and Government Coordination

- Through the Central Sydney Operations Group, coordinated NSW government involvement in several major events including *Australians Together – A Tribute* concert, New Year's Eve, Australia Day, Gay and Lesbian Mardi Gras.
- Established a website featuring a showcase of special events, an events database and information on event planning.
- Worked in partnership with NSW Police to develop the Government Coordination Centre as a central initiative in the provision of safe, efficient and enjoyable special events in Sydney.
- Coordinated the *Australians Together – A Tribute* concert in cooperation with City of Sydney and major television, radio and print media, to pay tribute to those affected by the terrorist attack in Bali and to mark the national day of mourning.
- Coordinated the NSW Premier's Forum on Spinal Injuries and Conditions, attended by over one thousand people and involving Christopher Reeve as a keynote speaker.
- Coordinated Australia Day celebrations throughout NSW, in conjunction with over 160 community-based Australia Day Committees. More than 2 million people participated in over 5000 events.

Office of the Governor

- Her Excellency conducted Investiture Ceremonies in September 2002 and May 2003 in the Order of Australia and presented Bravery and other Awards.
- Her Excellency led the ANZAC Day March in Sydney and other remembrance ceremonies representing the people of NSW. The Governor attended various memorial services for Bali victims in Sydney and Canberra.
- The Governor undertook visits to Broken Hill and far western NSW, the Lachlan Shire, Parkes, Peak Hill and Dubbo, Port Macquarie and Kempsey, Bathurst, Coffs Harbour, Myall Creek and Taree. She also led a NSW delegation to Shanghai for the International Arts Festival and paid an official visit to Vietnam and Hong Kong.
- The Governor is patron of 266 organisations.
- Her Excellency receives a number of courtesy calls from heads of state, spiritual leaders, ambassadors and foreign ministers as well as incoming and outgoing members of the Consular Corps.

Ministerial and Parliamentary Services

- The adequacy and effectiveness of internal systems and practices in ministers' offices were reviewed and updated. These systems were enhanced and maintained by the division through general advisory support.
- High quality transport services were provided for the Governor, the Premier, Leaders of the Opposition, ministers and other VIPs during the year. This also included services for the President of the Democratic Republic of East Timor, the Crown Prince and Crown Princess of Japan, the Crown Prince and Crown Princess of Belgium, and the Crown Prince of Brunei.
- On 30 June 2003 the Parliamentary Remuneration Tribunal made its annual determination on the additional entitlements of members of parliament, following a review of existing entitlements and face-to-face meetings with members and the presiding officers.
- Administrative and policy systems were established for the Sesquicentenary of Responsible Government Trust.
- The Premier's Department continued to support the FOI and Privacy Practitioners Network. This network allows FOI and Privacy Practitioners to meet quarterly and discuss matters of interest and recent developments. The Premier's Department sponsors the network, meets the costs of the meetings and provides support to the functioning of the network as part of our commitment to further the aims of the *Freedom of Information Act 1989*.

Major Venues and Rugby World Cup Coordination Unit

- Establishment of the Rugby World Cup Taskforce and priority working groups to coordinate and deliver services to ensure effective support for the Rugby World Cup 2003 tournament.
- Launch of the *City Festivities Program*, designed to capture the international theme of Rugby World Cup and promote Sydney and NSW to the world.
- Establishment of the Major Events Board to examine bid criteria, potential bid submissions and strategic policy directions.
- Inclusion of NSW representatives in a National Bid Committee and development of a Heads of Agreement between state and federal governments and Soccer Australia, in preparation for a bid to host the FIFA Soccer World Cup.
- Facilitation of the Sydney-Beijing Olympic Secretariat which has supported Australian companies participating in design and construction projects in China. The Secretariat has assisted group visits to Olympic sites in Sydney and met with delegations from the Beijing Organising Committee for the Olympic Games, the Development Planning Commission of the Beijing Municipal Government and the Beijing State-Owned Assets Management Co Ltd.
- Support of two NSW companies—through the Sydney-Beijing Olympic Secretariat—recently appointed to Olympic projects in Beijing. Another local architectural group is involved in a short-listed consortium for a major project for the 2008 Olympics.
- Finalisation of Olympic Games wind-up and completion of commercial arrangements from the Games.

Office of the Director of Equal Opportunity in Public Employment

Strengthening merit selection

Two major products designed to strengthen the adoption of fair and equitable outcomes in recruitment and promotion within the public sector were developed:

- comprehensive training materials to facilitate group training on merit selection
- an online training program in merit selection designed as a refresher course for experienced selection committee members.

Workforce Diversity Programs

A variety of employment programs were conducted to assist agencies in gaining greater diversity in their workforce:

- fifty-seven cadets were recruited to 25 agencies through the Cadetships for Aboriginal and Torres Strait Islander Program—a joint initiative of the NSW Premier's Department and the Commonwealth Department of Employment and Workplace Relations.
- fifty-four skilled migrants were placed in career development positions with public sector employers through the Migrant Career Development Program. After completing this program, over half the participants were employed in occupations commensurate with their overseas qualifications.
- thirty-seven trainees on the program Traineeships for People with a Disability completed their traineeships and moved into permanent employment.

Good practice on the Web

An electronic Equal Employment Opportunity Good Practice Database was established with over 30 subject headings to assist agencies in implementing fair and equitable work practices.

Review and Reform Division

Performance Review

The division conducted four performance reviews for the Budget Committee and three special reviews. Results achieved as a consequence of recent reviews include:

- establishment of the Department of Commerce and relocation of key procurement policy functions from Department of Public Works and Services (DPWS) to Treasury and establishment of a Capital Works Procurement Review to address major issues identified by the Council on the Cost and Quality of Government (CCQG) review
- establishment of a single agency with responsibility for food safety from 'paddock to plate'
- agreement to establish an Asbestos Diseases Research Institute
- new funding arrangements and development of a more viable fee structure for the Office of the Protective Commissioner
- additional short-term funding to the Heritage Office to establish a sustainable business model.

Performance Measurement

- Developed a strategic performance indicator framework and set of indicators for all general government policy sectors in consultation with CEOs via the Council on the Cost and Quality of Government.
- Distributed the report *Programs and Outcomes Relating to Aboriginal People in NSW*.
- Published service efforts and accomplishments reviews for recreational facilities and services, and arts and culture policy areas.

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Performance Improvement

- Implemented the Shared Corporate Services Strategy which involved assisting the development of shared service proposals for transport, education, Attorney General's, infrastructure planning and natural resources, arts, Workcover, and commerce portfolios. As a result, *NSW businesslink* was launched in December 2002.
- Detailed shared corporate service plans were prepared by general government agencies for shared corporate services, identifying \$27 million savings to date.
- A fourth whole-of-sector collection of employee characteristics was conducted to produce Workforce Profile 2002 and the first agency level report was produced. Position Coding occupational data was collected for all public sector positions for all general government sector agencies.
- The Occupational Health and Safety Initiative was extended for another three years based on savings of \$53 million over first three years of program.
- Electronic Self Service project will realise savings in excess of \$11.2 million per annum.
- HR Expert System to be deployed across the public sector following successful evaluation of pilot program.

Public Sector Management Office

- The *Public Sector Employment and Management Act 2002* was passed by parliament in June 2003. It provides a revitalised legislative and employment framework to achieve a more effective, professional and contemporary public sector.
- The agreement for new death and disability benefit arrangements for fire fighters was finalised. The award provides on and off-duty cover for permanent and retained firefighters in the form of pensions and lump sum payments.
- A successful Chief Executive Officers Forum (*Leadership—a shared responsibility*) was held in order to develop executive leadership in the public sector.
- The Australia and New Zealand School of Government (ANZSOG) was established to assist the development of future public sector leaders. The NSW public sector entered the ANZSOG consortium in January 2003, and provided 28 participants for the Executive Master of Public Administration (EMPA), which commenced in May.
- The University of Sydney Graduate School of Government (GSG) was launched on 30 June 2003. The NSW Government is committed to providing 50 places annually in the GSG Graduate Diploma program. The GSG will work with ANZSOG in the delivery of elements of the EMPA program.
- As part of a contract signed with the Federal Department of Employment and Workplace Relations PSMO facilitated the recruitment of 160 Aboriginal people into positions across 29 agencies.
- The Workforce Management Centre assisted agencies and employees undergoing restructuring, relocation, sale or closure. The agencies included WorkCover, Department of Local Government, Office of State Revenue and Pacific Power.

Our performance 2002-2003



Recipients of the Premier's Department Staff Awards for 2002

2

Meet key challenges, opportunities and priorities

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

Strategic Projects Division

Targets

- Provide support to key human services, justice and other agencies to enable an effective response to priority community and crime prevention issues across NSW.
- Establish and sustain effective working relations with key community stakeholders in the development of local strategies to address local issues.
- Develop innovative solutions and provide leadership that offers added value to whole-of-government operations, particularly in relation to balancing and integrating social, economic, environmental and governance considerations.
- Facilitate interagency collaboration to achieve a more strategic approach to service delivery by government agencies; strengthen local communities' strategies; develop initiatives in targeted places and locations and implement community-based drug strategies.
- Initiate strategies that promote economic and environmentally sustainable outcomes and create new jobs, business opportunities, investment and infrastructure development for NSW.

Our performance

The five-year \$56.4 million **Community Solutions and Crime Prevention Strategy** was established in Premier's Department to provide multi-agency responses to crime and social issues facing communities, with an emphasis on family violence and the needs of young people and children at risk. Development of strategies is coordinated at the local level through partnerships between residents, community organisations, police, local councils and state government agencies.

Crime prevention initiatives have been developed in 21 locations—Canterbury-Bankstown, Bellambi-Corrmal, Bourke, Brewarrina, Cessnock, Gosford Peninsula, Gunnedah, Kempsey, Kings Cross-Woolloomooloo, La Perouse-Maroubra, Miller, Mount Druitt, Nimbin, Nowra, Redfern-Waterloo, Taree, Walgett, Warilla, Warrawang-Berkeley, Wilcannia and Wyong.

Community Solutions funding has also been used to extend Place Management in a further six priority locations—Windale, Booragul-Bolton Point, Canterbury-Bankstown, Wentworth, Moree and Port Kembla; and to resource seven specific crime prevention projects in priority targeted locations.

In June 2003 the first land for development (160 hectares) at the eastern end of the **former ADI Site at St Marys** was released. The planning for this development is being supported by three working groups—the Infrastructure Coordination Group, the People and Place Working Group and the Employment Development Strategy Committee—with representation from the joint venture group that comprises Blacktown City Council, Penrith City Council and state government agencies.

The **Westmead Precinct Master Plan Project** commenced during the year. The planning process is supported by the Westmead Precinct Steering Committee chaired by the NSW Government Architect and includes representatives from Holroyd and Parramatta Councils, state government agencies and the University of Western Sydney.

The Master Plan will develop a vision for the Westmead Precinct that includes a new and vibrant mixed use centre, allows for growth of health service delivery and medical research and consolidates the precinct's educational role.

A review of the **Regional Coordination Program** was completed and found that the program made a significant contribution to better coordination and service delivery by government agencies in regional NSW. A **Regional Strategic Framework** was also developed to further enhance the program.

A Task Force was established through the South East Regional Coordination Office to coordinate the government's \$2.6 million recovery package for the **south-east bushfires**. The package covered environmental and threatened species recovery, fencing replacement and tourism attraction.

Premier's Department coordinated a response to the destruction of the commercial oyster population at **Wonboyn Lake**, south of Eden. A multi-agency research project was undertaken to accelerate the recovery and assist in the viability of the oyster crop at Wonboyn.

In August 2002 the Premier, together with the Victorian Premier, closed the Mowamba river diversion as the first stage in the return of 28 per cent of the original flow of the **Snowy River**. Premier's Department established a project to demonstrate how this natural resource decision can maximise economic, community, and cultural benefits to the entire Snowy River Catchment.

The Central Coast was selected as one of the new locations for the **HandBrake Turn Project** (HBT). HBT is an innovative crime prevention, vocational training and skills development program for 15 to 19 year olds which aims to assist disadvantaged young people to maximise their potential to contribute to society.

The Mangrove Mountain Place Manager established the **Mangrove Mountain Steering Group** on the Central Coast. The Group progressed a number of initiatives including the establishment of a Community Technology Centre which will provide a one-stop shop for services and information.

Premier's Department worked with the University of Wollongong and Wollongong City Council on a Master Plan to redevelop the sports ground at Brandon Park into the **Wollongong Innovation Campus**. The campus will provide a \$300 million education, research and related business park. Brandon Park sporting activities will be transferred to WIN Stadium.

A **Human Service Co-ordination Framework** was established and implemented through government agencies to provide an integrated response to a range of issues such as violence, parenting and community renewal in the Illawarra and South East regions.

A successful **Communities Leadership Program** was initiated in the New England/North West Region. The program, which involved participants from the government, community and business sectors, produced significant changes in the way people do business and formed productive cross-sector partnerships.

The New England/North West Regional Co-ordination Program worked with the communities of Gwabegar, Pilliga and Boggabilla to establish **CommunityLink Access and Information Centres**. Funded community centres will be opened in each town to provide community based decision-making structures that will enable better government service delivery.

The **North Coast Regional Coordination Program** coordinated a whole-of-government approach to the water supply, welfare and rural impacts of the extreme **drought** in 2002–03. This involved close cooperation between North Coast water authorities, local government and government agencies.

The establishment of the **Shared Vision–Wula Wula Nga Information and Access Centre** has facilitated access to more culturally appropriate human services for 13 Aboriginal communities in the Richmond Valley.

Premier's Department supported the **NSW Year of the Outback Steering Committee**. The Committee developed and delivered a number of initiatives in western NSW including, tourism and business promotion, community celebrations and cultural activities.

Cessnock became the third community to be part of the successful **Hunter Community Renewal Strategy**. The original community at Windale moved into the second phase of the Strategy with day-to-day project management transferred from Premier's Department to line agencies and the community.

Funding of \$23.6 million was provided by the state government to improve the facilities at **Energy Australia Stadium in Newcastle**. The stadium is the home ground for the successful Newcastle Knights Rugby League team and Newcastle United Soccer Club. Premier's Department participated in detailed planning for the redevelopment of the stadium.

The three-year **River Towns Project** covering the communities of Walgett, Wilcannia, Bourke and Brewarrina continued successfully. The project focuses on community stakeholders working collaboratively to respond to issues that impact on community health, well being and economic development.

A **Public Transport Service Development Project** in western NSW improved the coordination and delivery of transport services within the regional centres of Broken Hill and Dubbo and their surrounding communities. Through the project a regular transport service was established between Menindee, Wilcannia and Broken Hill. Innovative service models were also developed in other locations.

Two **Broken Hill Community Forums** involving around 40 community leaders were held to report on progress of various economic development projects and to provide community input on potential project priorities.

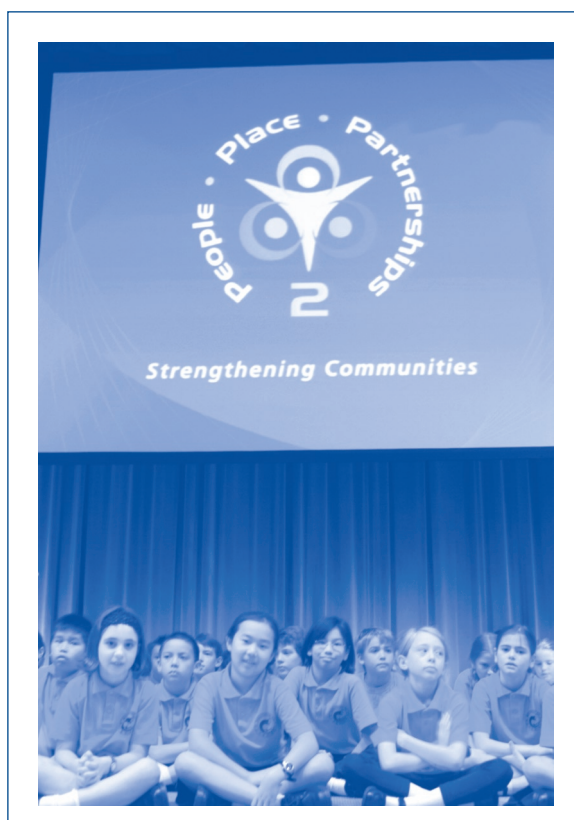
The 12 month trial of one-stop shop **Natural Resources Service Centres** at Deniliquin, Tamworth and Maclean was completed and an evaluation undertaken. The findings were referred to the Natural Resource Chief Executives' Cluster Group for development of strategies for better integrated natural resource service delivery.

Strategic Projects Division continued to support the **Regional Communities Consultative Council** (RCCC) which provides advice to the government on rural and regional services and policies. Responsibility for the RCCC transfers to the new Ministry for Rural Affairs from 1 July 2003. The Council will advise both the Premier and the Minister for Rural Affairs.

The **Cabramatta Place Project** oversees the local implementation of the Cabramatta Anti-Drug strategy and made important gains during the year. Reported crime statistics and related drug activity figures indicated significant reductions in drug-related crime in the area.

The project also achieved significant prevention, early intervention, treatment and support, reaching local young people, homeless people, students at risk and families.

The **Strengthening Local Communities Strategy** supports the Place Management projects led by Premier's Department. The key achievement in 2002–03 was a major conference *Strengthening Communities: People Place Partnerships 2* with over 680 participants drawn from the community sector, the private sector and the three tiers of government. Feedback was overwhelmingly positive with high profile presenters, including Professor Mick Dodson as keynote speaker, challenging participants to reflect on and refine aspects of community development.



Funding was also provided under the Strategy for the booklet *Place Management in Local Government*; the report *Strengthening Community Finance in the Hunter Valley Region of NSW: An Interim Report* and a feasibility study on establishing a Sydney Community Foundation.

The **International Year of Volunteering** final report was launched by the Minister Assisting the Premier on Citizenship. In response to the Advisory Committee's recommendations the Premier approved funding for Volunteering NSW to establish the Sydney Major Events Volunteer Pool; for Friends in Deed Organisation Inc (FIDO) to undertake a strategic review of their web-based volunteer matching service; and for Co-ordinators of Volunteer, Education, Referral and Resource Services (COVERRS) Inc to establish the network for volunteer resource organisations.

The **Drugs and Community Action Strategy** has over 80 local Community Drug Action Teams (CDATs) in operation throughout NSW. CDATs participated in **Drug Action Week** activities and supported the statewide distribution of communication resources developed by the Community Drug Information Strategy. Regional initiatives included implementing a Frontline Workers Alcohol and other Drug Training Project, and support to other NSW Drug Summit Government Plan of Action projects.

The **Community Drug Information Strategy** produced and disseminated a range of popular and important drug information resources for individuals, families and CDATs. The Strategy included statewide distribution of the Family Matters booklet and the Drug Information at Your Local Libraries Project (Di@YLL). A community grants program and strategies for multicultural and Aboriginal communities were also developed.

The Cannabis Information Campaign was conducted in two phases which included advertising in cinemas and shopping centres and radio advertising on youth programs. The campaign encouraged discussion and promoted awareness amongst young people about cannabis use and its adverse health and social impacts.

The **Redfern–Waterloo Partnership Project** (RWPP) is a whole-of-government, whole-of-community approach to addressing issues in Redfern–Waterloo. The project aims to improve safety; support families; reduce crime and drug and alcohol abuse; create better educational and employment opportunities; improve streets, parks and sports facilities; and ensure people have a say in how their area develops.

Successful outcomes include the Anti-Drug Strategy, which has resulted in a number of arrests in the area and improved community safety due to high-level policing at Redfern Railway Station; the RED (Redfern, Everleigh and Darlington) Strategy, with the first highly successful Community Information and Feedback Sessions held; the introduction of the Redfern–Waterloo Street Team which operates seven days a week; and the establishment of the Intensive Family Support Service.

Youth Week 2003 saw a record 158 local councils assisting more than 12 000 young people to plan, organise and manage more than 1200 local events and activities across NSW. More than 120 000 young people attended these events and activities.

The **Youth Partnerships Initiative** contributed \$86 810 and brokered a further \$583 000 to ensure 12 projects worth more than \$2.083 million were undertaken.

The **Graffiti Strategy Taskforce**, which oversees the various initiatives under the **Graffiti Solutions Program**, met twice during the year. The Taskforce comprises Chief Executive Officers from a number of state government agencies and is chaired by the Director General of Premier's Department. An education and information campaign commenced for retailers in conjunction with the Department of Fair Trading and industry representatives, following amendments to the *Summary Offences Act* which ban the sale of spray paint cans to minors.

The **Youth Partnership with Arabic-Speaking Communities Strategy** is a whole-of-government and whole-of-community strategy that promotes the well being of young people at risk of disengaging from education, family and community life. It was awarded the Gold Certificate of Achievement in the Social Justice category of the 2002 Premier's Public Sector Awards.

The Strategy included Youth Liaison Teams operating in Auburn, Bankstown, Darling Harbour, Liverpool, Parramatta and Rockdale, who made contact with over 2000 young people. Over 250 parents participated in *Parenting Education Network* activities and 23 public high schools conducted *Gateways*—a case management program targeting young people at risk of being suspended or disengaged from education.

The **NSW Youth Partnership with Pacific Island Communities** was launched by the Premier in collaboration with Pacific Island representatives. The Partnership promotes the well being of young people and provides increased parent support and education to help parents prevent risk-taking behaviour by children and young people.

The Partnership has received funding for community strengthening initiatives under the Canterbury–Bankstown and Mt Druitt Community Solutions packages. In addition, a NSW Council for Pacific Island Communities was established to facilitate a whole-of-community focus with the Partnership.

Traffic to the **communitybuilders.nsw** website **increased** to over 8.327 million hits for 2002–03. The discussion forum became the most frequently used part of the site and was acclaimed internationally by the OECD Advisory Committee on E-Government as 'the world's most comprehensive e-Public Work project'.

- Work with the business community and government agencies to enhance opportunities for sustainable economic development in regional NSW.
- Encourage cooperation and collaborative partnerships between service delivery agencies as part of a whole-of-government response to meeting the needs of the community.
- Create a framework for *Strengthening Communities* projects and develop approaches to ensure a balanced and sustainable integration of social, economic and environmental considerations by communities.

Results of restructure

Strategic Projects Division was restructured to provide a more comprehensive and integrated approach to initiating and implementing major programs, projects and priorities of significance to the Premier. The division—which reports to the Deputy Director General—is responsible for a wide range of social, economic, security and environmental activities at local, regional and state levels. The division also provides administrative support for Premier's Department.

Future challenges

- Establish the offices of regional ministers for the Hunter, Illawarra and Central Coast and provide effective support for the Regional Ministers.
- Implement the NSW Service Delivery Partnership Agreement between the NSW government, Aboriginal and Torres Strait Islander Commission and NSW Aboriginal Land Council.
- Work with agencies and local communities to build robust communities, tackle crime prevention at the local level and strengthen the capacity of communities to address emergent issues.

3

Support the machinery of government

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

4

Excel in people and resource management within Premier's Department

Ensure the department's staff is appropriately diverse, skilled and professional.

- Achieve quality outcomes by working in an equitable and collaborative way.

- Provide the resources, systems and infrastructure needed for staff to perform in an effective and sustainable manner.

- Improve mechanisms to ensure all staff are informed and understand our business.

Community Projects and Management Services

Targets

- Maintain effective communication and liaison to assist the internal implementation of the *Public Sector Employment and Management Act 2002*.
- Deliver policy, advisory and administrative services to support efficiency and continuity in state government administration.
- Ensure the specific needs of equity groups are met and promoted in the department's policies, planning and service delivery.
- Identify cross-border issues and manage these in accordance with government priorities.
- Improve mechanisms so that all employees are informed and understand the business of the department.
- Implement the Performance Feedback and Development System and Learning and Development Strategy throughout the department.
- Ensure the department's infrastructure and operations reflect the e-government strategy.

Our performance

Community Projects and Management Services is the main point of coordination within the department for all corporate services, including **financial and budget management**. The branch liaises with NSW Treasury about these matters and oversees the provision of financial accounting services to the department by CCSU. This work achieves good financial management and compliance with Treasury directions and other legislative requirements.

The **Occupational Health and Safety Committee** was established in September 2002 to comply with the guidelines outlined in the WorkCover NSW

Health and Safety Code of Practice 2001. The Committee developed a risk assessment matrix based on experience and knowledge of the department's incident/accident statistics and workers compensation cases. This identified four principal areas—ergonomic environment, motor vehicle safety, manual handling and safety and security in offices. The matrix was submitted to the Joint Consultative Committee for consideration and a number of OH&S awareness and improvement programs were subsequently implemented (see Appendix 10 for details).

The department's **Code of Conduct** was reviewed following the publication of ICAC's new guidelines. An extensive consultative process was undertaken which included employees, the Joint Consultative Committee, union representatives and the Equity and Diversity Consultative Committee. A new, comprehensive Code of Conduct, which is compliant with ICAC's guidelines, was approved by the Board of Management in June 2003.

Induction and/or refresher training was conducted in November 2002 for 25 **Grievance contact officers**. A review of the department's Grievance Resolution Procedures began in March 2003. Following consultation, it is expected they will be finished later in the year.

In line with the NSW government's **Electronic Procurement Implementation Strategy**, the introduction of online stationery ordering across Premier's Department was completed in December 2002. The Department also introduced—as part of its payroll service—the ESS (electronic self-service) kiosk. It is accessed through the intranet by individual staff applying for recreation, sick and extended leave, viewing payroll details including payslips, and modifying banking and home contact details.

To improve information management a continuing project is underway to upgrade the department's **intranet site**. A complete rebuild of the site will take advantage of concepts of content management, decentralised authoring, and database-driven linking, which will all assist in reducing future maintenance of the site and will provide an effective information resource for staff.

The department's **internet site** has been rebuilt during the year to enhance the department's role as a key provider of information to the public sector and the community. New tools were also added to reduce maintenance tasks and costs.

The branch continued to promote the implementation of a **staff performance management system** and a comprehensive **learning and development strategy**. A Career Mobility Scheme was established, in partnership with the Department of State and Regional Development and the Treasury, to facilitate staff exchanges and/or placements across the three agencies. The department's Induction Program was conducted four times and was incrementally revised and improved in preparation for the transition to an online program in 2003–04. The International Computer Driver's Licence (ICDL) was promoted as the baseline IT competency standard for staff and an e-learning program to support it was implemented. Thirteen staff completed all seven modules of the program, achieving their ICDL. Fifteen staff are currently part way through the program and a further intake is planned to begin the program later in 2003. The Equity and Diversity Consultative Committee continued to be proactive in implementing our EEO Management Plan and other equity and diversity initiatives across the department. A full report on Equal Employment Opportunity outcomes can be found in Appendix 11.

The department's **Disability Action Plan** ended in December 2002. A new plan was developed in consultation with the E&DCC and was placed on the intranet earlier this year. A report on the outcomes of the previous plan is in Appendix 13.

Aboriginal staff are broadly represented in the department in positions ranging from the SES to traineeships. Twelve Aboriginal employees participated in the Aboriginal staff network during the year, and mentoring continues to play an important role in retaining Aboriginal staff. Career development was also a focus for Aboriginal staff who continued to participate in formal learning and development activities, act in higher graded positions and undertake secondment opportunities to other agencies.

Following September 11 and the Bali bombing, **security arrangements at Governor Macquarie Tower** are being upgraded. Staff photo IDs have been introduced, and arrangements are underway to increase closed circuit TV capability for the building and surrounds, place bollards around the building's perimeter, and erect a permanent counter in the foyer.

NSW government response to the 2002–2003 drought: NSW experienced the worst drought in living memory during 2002–03. NSW Agriculture was primarily responsible for the coordination of appropriate responses to help ease the burden imposed on primary producers, their families and regional communities. The NSW Premier's Department, while supporting NSW Agriculture, played a lead role in the coordination of:

- strategies to oversight the status of the state's major dams and water storage areas as well as maintaining a close oversight of town water supplies throughout the state
- ongoing liaison with major financial institutions, agribusiness, and farmer organisations to ensure that government responses to the drought were both timely and appropriate.

The branch coordinates an annual program of discretionary **grants to non-government organisations** on behalf of the Premier. These grants may be in response to appeals for funds from various sources including urgent calls for assistance in the event of natural disasters either within Australia or overseas.

During 2002–03 the Premier approved a grant of \$500,000 as the NSW Government contribution to the Australian Red Cross Bali Victims Appeal. A listing of miscellaneous grants approved this year is in Appendix 33.

The ANZAC Memorial, Hyde Park South, is a nationally significant building and the principal state memorial to all Australians who serve their country in war. An annual grant to the memorial through the Premier's Department Recurrent Budget meets day-to-day administration and minor maintenance expenses. In 2002–2003 this sum totalled \$360,000. A four-year comprehensive forward capital works program has been prepared by the Government Architect's Office for works appropriate to preserving the fabric and proper function of the building, its integrity and its solemnity. The works program also meets relevant obligations under the NSW *Heritage Act 1977* and current OH&S requirements.

The Register of War Memorials in NSW, joint initiative with the Returned and Services League of Australia (RSL), continues to be promoted. Premier's Department chairs a committee to ensure that the combined resources of the Department of Education and Training, State Library of NSW, local councils and the RSL are used to record war memorials in NSW. The register is at www.warmemorialsnsw.asn.au.

The New South Wales–Victoria **Border Anomalies Committee** responds to concerns of residents and businesses adversely affected by laws, practices and policies because they live near or move across the state border. Transport, health and education issues remain priority concerns. Interstate Guidelines for the cross border flow of mental health patients have been signed by the Victorian and NSW Ministers for Health and are now operational. Mental Health Act Regulations were gazetted in February 2003 and are now in force, allowing the scheduling of community treatment orders across the NSW and Victorian borders.

The Border Anomalies Committee encourages line agency cooperation, community arrangements and agreements to resolve anomalies affecting border communities. However, many issues require reciprocal legislation for resolution. The Premiers of NSW and Victoria have recently agreed to the Committee reviewing the current arrangement and mechanisms to best achieve a seamless crossing between states borders.

The Australia Day Council, East Timorese Consul General, Government Actuary's Office and Coastal Sydney Regional Coordination Program are being **relocated to Bligh House**. Plans have been developed for another two levels for these units. The Department of Public Works and Services is project managing these relocations.

Results of restructure

From 1 July 2003 the name of the branch changed to Management Services. The name change reflects the department's intention to review its corporate service provision arrangements with its provider, CCSU, in order to retain a greater in-house strategic management capability.

To give effect to this change a small number of SPD divisional administrative staff will be transferred to the branch. In addition, the branch's responsibility for cross-border issues will be transferred to the Rural Strategic Projects Director.

Future challenges

- Deliver policy, management, advisory and administrative services to support efficiency and continuity within the department.
- Review and revise the basis on which corporate services are provided to the department by CCSU.
- Facilitate and coordinate government responses to drought and other issues.
- Administer Miscellaneous and Rural and Regional Grants programs effectively.
- Identify the department's core knowledge requirements and enhance knowledge sharing.
- Create opportunities for our staff to learn and develop through moving around in the department and other agencies.
- Strengthen our internal communication processes, including web-based services.
- Improve follow-up of audit outcomes and recommendations.
- Improve the management of OH&S systems and processes, including security within our premises.
- Support continuous improvement through business process review within the department.
- Coordinate and produce the department's annual report and review and update the department's internal policies and practices.

Development Projects Unit

Targets

- Work with The Industry and Environment Land Development Taskforce (TIELDT) to facilitate the steel mill projects, infrastructure, appropriate environmental outcomes and economic opportunities for the Hunter region.
- Comply with contractual arrangements associated with the steel projects.
- Focus on coordinating individual projects which provide economic growth, infrastructure and regional development across NSW.
- Work with the Regional Land Management Corporation to develop an Expressions of Interest process for government-owned land on Kooragang Island.

Our performance

Development Projects Unit (DPU) was involved in the release of the Newcastle Port Environs Concept Proposal by the Premier in February 2003. The Concept Proposal provides a strategic overview of the likely future development of the Newcastle Port environs by identifying key development and environment issues and categorising areas for potential use.

DPU has continued to facilitate commitments with various steel industry advocates in the Hunter. The unit has achieved a number of milestones associated with the steel projects.

The unit has facilitated the acquisition of Pasminco's Broken Hill zinc/lead silver mining assets by Perilya Limited. Perilya began full operations in July 2002 and has employed 400 people and extended mining until 2012, with the possibility of extending until 2015 and beyond. This is a significant achievement considering Pasminco previously announced its intention to close the mine by 2006 or earlier.

DPU has worked with a number of private sector parties on the development of a mineral sands industry in the state's far west. A package has been developed to assist BeMaX Resources NL with its plans for a \$225 million project at Pooncarie.

The unit has adopted a whole-of-government approach to finalising approvals and infrastructure for Barrick Gold's Lake Cowal project. The project represents an investment of \$340 million and will result in the creation of 200 jobs in operation.

Results of restructure

From 1 July 2003, the Development Projects Unit was renamed the Coordinator General's Unit. The unit's focus is economic growth, infrastructure and regional development across NSW and will incorporate the work of the former Coastal Sydney region. Project management of the Austeel project has been transferred to the Department of Commerce.

Future challenges

- Coordinate individual projects that provide economic growth, infrastructure and regional development across the state.
- Work with TIELDT to facilitate the steel mill projects, infrastructure, environmental outcomes and economic opportunities for the Hunter region.
- Coordinate the Rhodes Peninsula Reference Group to monitor remediation and redevelopment of the Peninsula and, where possible, improve alignment of consultation activities run by various stakeholders.
- Facilitate the expansion of Visy's pulp and paper mill at Tumut which could result in up to \$360 million in new investment and the creation of 550 further jobs in the region.
- Work with Pasminco and their Administrators to provide the best outcome for employees as a result of the planned closure of their Cockle Creek lead/zinc smelter.
- Facilitate Barrick Gold's Lake Cowal project to its construction phase.

2

Meet key challenges, opportunities and priorities

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

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Support the machinery of government

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

Disaster Response and Special Services

Targets

- Maintain an in-depth knowledge of the legislation, the plans and administrative arrangements that underpin the state's responsibilities for crisis and emergency management.
- Ensure NSW has an effective capability in its own right and in accordance with the national arrangements for dealing with threats or incidents of terrorism or politically motivated violence.
- Ensure NSW has the capability for the provision of whole-of-government advice in relation to major natural disasters and other significant emergencies.
- Maintain effective liaison capabilities with law enforcement, emergency management and other appropriate agencies at the state and national levels.
- Represent Premier's Department at all appropriate national meetings, committees and working groups.
- Meet the state's obligations for the National System of Honours and Awards and a range of NSW awards arising from responses to natural disasters, major incidents and other initiatives.

Our performance

The Director represented the government on the Standing Advisory Committee for Protection Against Violence (SAC.PAV) along with the Deputy Commissioner of Police, until October 2002. SAC.PAV was responsible for coordinating national arrangements for counter terrorism and crisis management until it was replaced with the National Counter Terrorism Committee (NCTC) as a result of a review of SAC.PAV initiated as a consequence of events on 11 September 2001.

NSW is now represented on the NCTC by the Deputy Director General of Premier's Department and the Deputy Commissioner–

Support, of the NSW Police. The Office provides administrative support to the members and continues to provide representation on the NSW State Emergency Management Committee (SEMC) and working groups of both the NCTC and the SEMC.

In the aftermath of the Bali bombing, the government established a Cabinet Standing Committee on Counter Terrorism. The purpose of this committee is to oversee and further develop or augment the arrangements at the state level for dealing with threats and incidents of terrorism.

The Cabinet Committee is supported by a Chief Executive Officers Coordinating Group on Counter Terrorism and the Office provides ongoing executive and administrative support.

Cooperative arrangements are in place nationally for dealing with terrorism and these arrangements are regularly tested by local and national exercise programs. The Office actively participates in the planning and the performance of these exercises.

The Office meets NSW obligations for the National System of Honours and Awards and a range of state awards arising from agency responses to natural disasters, major incidents and other initiatives. This includes representation on the Australian Bravery Decorations Council and alternate representation to the Director General on the Council for the Order of Australia. It also includes chairing the NSW Public Service Medal Committee and coordinating and chairing the Premier's Award for Excellence Committee which was introduced in 2002 to recognise significant contributions by individuals or groups within the emergency management organisations. The NSW nominations for the Centenary Medal were also facilitated by the Office and it successfully organised the Premier's Australia Day Reception at the Penrith International Rowing Centre.

Results of restructure

The Premier's Department restructure resulted in the transfer of the responsibility for honours and awards at all levels to the Office of Protocol and Special Events. This will allow Disaster Response and Special Services—renamed Office of Counter Terrorism and Disaster Recovery—to focus on counter terrorism and emergency management.

The staffing complement of three remains, and administrative assistance is shared with Management Services. These resources should meet the continuing operational needs of the Office.

The current security climate is not expected to abate in the foreseeable future and many analysts predict the situation that now exists is unlikely to change for up to 10 years.

The demands of this security climate present challenges and call for rigorous assessments. The need to have a robust program in place for the protection of critical infrastructure is one aspect of the strategic direction that needs to be maintained.

Future challenges

- Continue to meet the challenges of the security environment and deal with the impact of any threat or actual occurrence of a terrorist incident through adequate prevention, response and recovery arrangements.
- Maintain and refine the cooperative arrangements with the Commonwealth and other states and territories to counter the threat of terrorism.
- Ensure the government can respond positively to the community in the security and major emergency climates.
- Continue to participate in a robust training regime that anticipates and is capable of dealing with likely security scenarios.
- Maintain the capacity to deal with major natural disasters and other emergencies.
- Provide a systematic, ongoing program of review and assessment of best practice in disaster prevention, response and recovery.

Support the machinery of government

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

Office of Protocol and Special Events

Targets

- Maintain the highest standards in planning official visits, events and conducting official hospitality for the government's guests.
- Provide quality and timely advice to the Premier, parliament, government departments, the corporate sector and the general public.
- Communicate and liaise effectively with the Consular Corps, Diplomatic Corps and the Department of Foreign Affairs and Trade.
- Process nominations for recognition of NSW citizens in honours and awards, and administer the state's participation in the operation of the Australian Honours System.
- Undertake and manage government protocol, hospitality, ceremonial and event obligations that require specialist central agency attention.
- Support the Governor to perform constitutional, ceremonial and communal duties.
- Manage delivery of, and provide advice and analysis on, community and state special events e.g. Australia Day celebrations, New Years Eve.

Our performance

Office of Protocol

The Office of Protocol coordinated and managed 240 events in the last year. It administers the State Reception Rooms of Level 41, Governor Macquarie Tower. Sixty-four state hospitality functions were arranged together with numerous conferences, meetings and functions for other agencies.

Guests of Government

The Office of Protocol coordinated the planning and conduct of major visits by heads of state, heads of government and

numerous guests of government including:

- The President of the Democratic Republic of East Timor
- The President of Ireland (private)
- The Crown Prince and Crown Princess of Japan
- The Crown Prince and Crown Princess of Belgium
- The Crown Prince of Brunei
- The Prime Minister of Malta (private)
- Chairman of the National People's Congress, China
- Chairman of the Standing Committee Anhui Province, China
- The Chief Secretary of Hong Kong
- Governor of Guangdong Province, China
- United States Congressional Delegations
- Mr Christopher Reeve—NSW Premier's Forum on Spinal Injury and Conditions

Official visits were also coordinated for numerous ministers from the European Trade Commission, Egypt, Indonesia, Sri Lanka, Philippines, Lebanon and Vietnam.

Diplomatic visits were also coordinated for the High Commissioners for Cyprus, Mauritius, India, Fiji, New Zealand, Ghana and Malaysia, together with the Ambassadors of Sweden, Belgium, Sudan, Austria, Thailand, Poland and Brunei.

Visiting Naval Ships Program

The Office of Protocol coordinated with the Royal Australian Navy official calls by commanders of visiting naval ships from Chile, New Zealand, France and Italy.

Ceremonies and Hospitality

The Office of Protocol organised numerous state dinners and luncheons for dignitaries. As well, state receptions were held for:

- Australia Day—at Darling Harbour, Old Government House at Parramatta and Penrith Regatta Centre
- International Women's Day
- NSW Consular Corps
- Dr Ken Boston AO
- Launch of Australia-China 30th anniversary celebrations

- Rostrum Voice of Youth National Championship Final
- Vietnam War veterans
- Korean War veterans
- NSW/India Trade Initiative
- OZ Day 10—International Wheelchair Road Race
- Premier's English Literature Scholarship recipients
- Launch of Carnivale
- Special Education teachers
- Disney Theatrical Productions
- Gay Games Sydney 2002
- His Beatitude Gregory III
- His Holiness Karekin III
- Victims of crime
- 2003 Sydney Festival artists
- Chinese Lunar New Year celebrations
- Recipients of the Premier's Teacher Scholarships 2002–2003
- Members of the Executive Bureau of the International Congress of the Historical Sciences
- The Premier's Reading Challenge Award recipients

State luncheons/dinners were held for:

- The President of the Democratic Republic of East Timor
- Chairman of the Chinese National People's Congress, Li Peng
- His Imperial Highness the Crown Prince and Her Imperial Highness the Crown Princess of Japan
- His Royal Highness the Crown Prince and Her Royal Highness the Crown Princess of Belgium
- 30th anniversary celebrations of Australia–China diplomatic relations

Official Luncheons were held for:

- Australia Day sponsors
- Mrs Harriet Fulbright
- Sydney Festival sponsors
- Launch of the Premier's Summer School Project
- Professor Giancarlo Elvia Valore AO
- Potential sponsors of the Premier's Special Education Teachers Scholarship

Official meetings were held for:

- The Arabic Partnership
- Inaugural Aboriginal Business Roundtable
- Infrastructure Council
- Regional Communities Consultative Council
- Release of Stage 2 Public Liability Package

Official harbour cruise inspections were held for:

- Chairman of the National People's Congress, China
- Crown Prince and Crown Princess of Japan
- Senator Barbara Milkulski, United States Appropriations Committee
- Members of the Royal Shakespeare Company

Ceremonial and major events were held for Remembrance Day and the *Australians Together—A Tribute* concert.

Consular Corps and the Department of Foreign Affairs and Trade

The Office of Protocol regularly meets with members of the Consular Corps and the Department of Foreign Affairs and Trade (NSW State Office) on behalf of the government. This practice assists with not only maintaining a consular and diplomatic liaison but is beneficial in planning official visits and business relationships. The Office of Protocol was the contact point for matters involving consulates-general in the lead up to the Rugby World Cup 2003. The Director of Protocol received 20 consuls-general in the last year of which 13 were newly appointed.

Customer Services

The Office of Protocol advises the Premier, the Ministry, the Parliament, government departments, the corporate sector and the public on protocol-related matters such as ceremonies, forms of address, tables of precedence and flag procedures. Other services include conducting protocol training seminars. The Director of Protocol conducted two training lectures to Close Personal Protection Officers, NSW Police (Counter Terrorism Coordination Command).

The Office of Protocol is also responsible for the free issue of flags to Members of Parliament, the community and non-profit organisations. Approximately 230 state flags were issued in the last year. The Office of Protocol provides assistance to the Cabinet Office with the coordination of regional Cabinet visits.

Protocol answered 5 100 telephone enquiries and 440 written enquiries. Ninety per cent of the letters and all forms of correspondence were answered within 21 days, which met the departmental correspondence performance management guidelines.

Honours and Awards

Bravery awards within the NSW Honours System are assessed and processed by the Office of Protocol. In addition it is responsible for the NSW Government Awards in recognition of length of service, meritorious service and outstanding achievement. Fifty NSW Long Service Medallions and 750 State Representative Certificates were issued. The Director of Protocol is a councillor for the Royal Humane Society Bravery Awards. Approximately 45 Royal Humane Society Awards for Bravery were issued.

In the last year the Office of Protocol coordinated presentations by the Premier of the inaugural Premier's Emergency Service Award for outstanding contributions to the community.

Special Events and Government Coordination

Central Sydney Operations Group/ Media Coordination Group

The Central Sydney Operations Group (CSOG) is an interagency group formed to enhance the safety and enjoyment of special events for the community and visitors. CSOG addresses issues related to management of special events that impact on government infrastructure and the operations of agencies, particularly in the Central Business District and harbour foreshores (e.g. New Years Eve, Sydney Marathon and the Australians Together – A Tribute concert).

The Media and Communications Group (MCG) is a cross-agency forum that coordinates the government's communication with the public about special events to ensure consistency of messages and enhance public enjoyment and safety.

Events Website

A website www.eventsnsw.nsw.gov.au was launched in late 2002 to provide a one-stop shop for event organisers, participants and volunteers. The site features a showcase of special events, an events database, information on volunteering, and information for event organisers to assist in their planning.

Government Coordination Centre

The Government Coordination Centre is a key initiative in the government's strategy for providing safe, efficient and enjoyable events. The Centre is located at the NSW Police Operations Centre and operates during special events to facilitate coordination between key agencies for crowd management, contingency planning and crowd information. Agencies involved include Premier's Department, NSW Police, Department of Transport, State Rail Authority, State Transit Authority, Department of Health, Roads and Traffic Authority, landholders and volunteer agencies relevant to the event. Plans have been developed to link the Government Coordination Centre with operations centres in Sydney Olympic Park and Moore Park for the Rugby World Cup.

Australians Together – A Tribute

In response to the tragic events in Bali the Office of Protocol and Special Events, in conjunction with the City of Sydney and a coalition of the major radio, print and television media, coordinated the *Australians Together—A Tribute* ceremony on Sunday 20 October in the Domain for those affected and to mark a day of national mourning.

The ceremony was called *Australians Together—A Tribute*. Between 30 000 and 40 000 people attended the event which was televised and broadcast nationally on the ABC, SBS and SkyTV. The event incorporated performances by prominent Australian entertainers, an address by Her Excellency, Professor Marie Bashir AC, Governor of NSW, moving tributes from family members of people killed in the tragedy, and recognition of the volunteers involved in Bali and Australia.

The tribute benefited the Australian Red Cross to assist in their appeal to raise funds for the victims of the incident.

NSW Premier's Forum on Spinal Injury and Conditions

The NSW Premier's Forum on Spinal Injury and Conditions was held on 27–28 January at the Sydney Convention and Exhibition Centre, Darling Harbour. With over one thousand people in attendance, the forum brought together a diverse group of people from around the world with a common interest in spinal cord injuries and conditions. The forum focused on raising public awareness of spinal cord injury and conditions, sharing information on future scientific, therapeutic and public action, and promoting connections that enhance the quality of life for people affected by spinal cord injuries and conditions. Christopher Reeve's involvement as a keynote speaker was a key element of the forum's success, his powerful message resonating with participants and leading to considerable media discussion on research, funding and therapeutic issues.

Australia Day Council of NSW

NSW held the largest one-day celebration in the nation with more than 2 million people participating in over 5000 events on Australia Day. The Australia Day Council of NSW coordinated numerous events and activities across the state including the Australia Day Address, Australia Day Lunch, major events in Sydney CBD and on Sydney Harbour and in the regional centres of Parramatta, Penrith, Wollongong and Newcastle. Highlights included the new event "Woggan-ma-gule" (an event at the Royal Botanic Gardens featuring indigenous artists and community leaders that acknowledged Sydney's traditional landowners and gave recognition to the original shoreline of Sydney). The inaugural "Surfboard Challenge", a 4 km surfboard paddle race across Sydney Harbour, also proved popular.

Community celebrations included citizenship ceremonies that welcomed many new Australians. The Australia Day Council provides advice and resources to over 160 community-based Australia Day Committees throughout NSW.

The Council secured over \$1 million in sponsorship and \$3 million in in-kind support from organisations including:

NSW Government
City of Sydney

National Australia Day Council
News Limited

Australia Post
Woolworths Limited

Integral Energy
NRMA

Sydney Harbour Foreshore Authority
Department of Defence

Sydney International Regatta Centre
Motor Accidents Authority

Sydney Convention and Exhibition Centre
Sydney Ports.

Office of the Governor

The Office supports the Governor in performing duties in three main areas:

Constitutional—Her Excellency the Governor is President of the Executive Council which meets weekly. The Official Secretary considers the documentation and prepares the agenda for presentation to the Governor, obtaining information from a number of external agencies as necessary.

Ceremonial—The Governor holds investiture ceremonies involving the presentation of honours and awards at Government House twice a year. The recipients are principally being invested in the Order of Australia, however, there are also a number of service and bravery awards.

The Governor leads the ANZAC Day March in Sydney each year and attends other remembrance ceremonies, representing the people of NSW.

Communal—In this current financial year the Governor has undertaken visits to Broken Hill and far western NSW, the Lachlan Shire, Parkes, Peak Hill and Dubbo, Port Macquarie and Kempsey, Bathurst, Coffs Harbour, Myall Creek and Taree. She also led a NSW delegation to Shanghai for the International Arts Festival and paid an official visit to Vietnam and Hong Kong. The Governor also attends and hosts a number of functions for various organisations throughout the year being patron of 266 organisations.

Her Excellency receives a number of courtesy calls from heads of state, spiritual leaders, ambassadors and foreign ministers as well as incoming and outgoing members of the Consular Corps.

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

Results of restructure

The Office of Protocol and Special Events comprises the roles and responsibilities of the Office of Protocol, Special Events and Government Coordination, Office of the Governor and the Australia Day Council of NSW. A new staffing structure is being developed to meet the objectives of the Office of Protocol and Special Events.

Following the establishment of the Office of Protocol and Special Events, planning has begun for the wind-up of the Australia Day Council of NSW as a company limited by guarantee.

Future challenges

Protocol

- Develop programs for proposed guest of government visits by the President of the Russian Federation, President of South Africa and President of Romania.
- Continue providing advice to the Premier, parliament, government departments, the corporate sector and the general public including protocol information seminars.

- Maintain communication and liaison with Consular Corps, Diplomatic Corps, the Department of Foreign Affairs and Trade and the Prime Minister's Department.

Special Events

- Provide timely, effective cross-agency coordination for special events.
- On the government's behalf, plan, coordinate and manage special events and programs including Australia Day, New Years Eve, 2004 Olympic Torch Relay.
- Provide leadership to government, the events industry and the community on issues related to best practice event management.
- Coordinate government support and involvement in Rugby World Cup 2003.
- Provide policy advice to government on special event issues e.g. transport and ticketing, risk management.
- Further develop the events website as an information source.

Office of the Governor

- Provide an excellent standard of administrative and operational support to Her Excellency the Governor in the performance of her duties.

Support the machinery of government

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

Ministerial and Parliamentary Services

Targets

- Support efficiency and continuity in state government administration through the delivery of policy, advisory and administrative services.
- Ensure high level administrative and support services are provided to ministers' offices, Leaders of the Opposition and former office holders for the continuity and efficiency of government.
- Ensure remuneration tribunals meet their statutory obligations successfully through the advice and support provided by the division.

Our performance

Support for Ministers' Offices

The adequacy and effectiveness of internal systems and practices in ministers' offices were reviewed and updated. These systems were enhanced and maintained by the division through general advisory support.

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

Ministers' offices complied with general government policy and directions through the assistance and support of the division's advisory services.

Arrangements for accommodation and staffing for ministers' offices were coordinated by the division.

Boards and committees

Ministerial and Parliamentary Services administers the guidelines for the appointment of members to boards and committees. During the reporting period the division coordinated appointments before their submission to Cabinet and provided assistance to agencies.

The division also manages the Premier's Department register of people who would like to serve on a board or committee.

During the reporting period, 163 new applications were added to the register. Of these, 127 are women.

Remuneration Tribunals

Officers of the Ministerial and Parliamentary Services Division provide the three independent remuneration tribunals with advice and executive support to ensure they meet their statutory obligations. The three tribunals are the Statutory and Other Offices Remuneration Tribunal, the Local Government Remuneration Tribunal and the Parliamentary Remuneration Tribunal. To better inform government agencies, the tribunals' clients and the general community, the remuneration tribunals' website www.remtribunals.nsw.gov.au was updated to include its reports and determinations.

The **Statutory and Other Offices Remuneration Tribunal** undertook a major review of judicial remuneration during 2002–2003. This review was in response to the Commonwealth Remuneration Tribunal's decision to pass on significant increases to federal judges and related office holders during between 1 July 2002 to 2004. The Commonwealth Tribunal's decision affected the salary of judges and related offices in NSW because of the longstanding parity between the salary of NSW Supreme Court judges and the salary of a High Court judge.

The tribunal made its 2002 annual determination for the judges, magistrates and related group on 12 December 2002. This determination increased a Supreme Court judge's salary by five per cent from 1 October 2002. Following a special reference from the Premier, the tribunal made a further special determination on judicial remuneration on 11 June 2003. The determination followed an extensive consultation process with judicial office holders and the government. The determination had the following outcomes:

- the longstanding 85 per cent parity between the salary of a Supreme Court judge and the salary of a High Court judge was retained
- the \$13 400 additional sum provided to State Supreme Court judges to compensate for non-financial benefits available to Federal Court judges was absorbed into salary
- a further 1.6 per cent increase in salary was determined from 1 July 2003

- a conveyance allowance was determined to bring the treatment of motor vehicles more in line with the rest of Australia. The conveyance allowance does not count for judges' pension and superannuation purposes.

The tribunal also made recommendations on the appropriate level of increases for directors and members of state-owned corporations and other boards and committees.

In accordance with the *Public Sector Employment and Management Act 2002*, the tribunal is required to determine whether compensation is appropriate and, if so, the quantum, for SES officers whose contracts have been terminated. For the period 1 July 2002 to 30 June 2003, the tribunal received a total of 11 applications and made determinations for each application.

In addition, the tribunal attended the annual meeting of the Judicial Remuneration Coordination Group to discuss judicial remuneration issues across Australia.

The **Parliamentary Remuneration Tribunal** achieved the following outcome—On 30 June 2003, the tribunal made its annual determination on the additional entitlements of members of parliament, following a review of existing entitlements and face-to-face meetings with members and the presiding officers.

The report and determination are normally required to be made by 31 May each year. Because of the state election of 21 March 2003, the tribunal began its review after the result of the election was known. The President of the Industrial Relations Commission, in accordance with the legislation, approved the later date for the 2003 report and determination.

The **Local Government Remuneration Tribunal** achieved the following outcome—In October 2002 the tribunal began its annual review of fees for mayors and councillors and determined that a general increase of 3.5 per cent for councillors and 7 per cent for mayors was warranted.

Media monitoring

The Media Monitoring Unit (MMU) provides broadcast-monitoring services to the Premier and ministers' offices, select agencies and Parliament House. On 1 July 2002 the government began a sector-wide contract with Reame Australia Monitoring Services for broadcast (radio and television) monitoring. The contract is managed by Department of Commerce and Premier's Department MMU. The services provided under the contract complement the services provided by the MMU.

Freedom of Information and Privacy

Ministerial and Parliamentary Services continued to provide advice to the general public, as well as public sector agencies and ministers' offices on the operation of Freedom of Information (FOI) legislation and administrative support to the FOI Practitioners' Network. A detailed annual report on the department's FOI obligations is a legislative requirement (see Appendix 15).

Ministerial and Parliamentary Services also provides the privacy management function for the Premier's Department.

Transport services

The Transport Services Branch provided high quality transport services for the Governor, the Premier, Leaders of the Opposition, ministers and other VIPs during the year. The Branch also provided fleet management services for Premier's Department and several other departments and small agencies and other VIPs on a day-to-day basis.

Transport services were provided during visits to NSW by:

- the President of the Democratic Republic of East Timor
- the Crown Prince and Crown Princess of Japan
- the Crown Prince and Crown Princess of Belgium
- the Crown Prince of Brunei
- Chairman of the National People's Congress, China
- Chairman of the Standing Committee Anhui Province, China
- the Chief Secretary of Hong Kong
- Governor of Guangdong Province, China
- United States Congressional Delegations
- Mr Christopher Reeve – Premier's Forum on Spinal Injury.

Transport was also provided during diplomatic visits by the High Commissioners for Cyprus, Mauritius, India, Fiji, New Zealand, Ghana and Malaysia as well as those by the Ambassadors of Sweden, Belgium, Sudan, Austria, Thailand, Poland and Brunei.

Overseas projects

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

Sesquicentenary of Responsible Government Trust

The department helped to establish the Trust and the Sesquicentenary of Responsible Government History Project Committee. Further details of Trust activities are available in the Sesquicentenary of Responsible Government in NSW 1856–2006 Trust Annual Report for 2002–2003.

Future challenges

- Provide policy and resource management for the offices of the Premier, ministers, the Leaders of the Opposition and former office holders.

- Ensure high level administrative and support services are provided to ministers' offices, Leaders of the Opposition and former office holders for the continuity and efficiency of government operations.
- Provide advice and support to the three remuneration tribunals to ensure their efficient operation.
- Provide advice and support to the Sesquicentenary of Responsible Government Trust.
- Further develop strategies to increase representation of women, people from racial and ethnic minorities, people with a disability, Aboriginal and Torres Strait Islander people and young people on government boards and committees.
- Deliver transport services during special events or visits by dignitaries as they occur.

Major Venues & Rugby World Cup Coordination Unit

Targets

- Develop and implement a new strategy for the most efficient management and operations of major venues in NSW and present recommendations to the Major Venues Cabinet Sub-Committee and the CEO Venue Management Taskforce.
- Maintain and protect venue infrastructure—now and for the future—with systematic coordination of state venue assets to produce effective utilisation with ongoing events.
- Capitalise on established facilities and maximise community benefits from government's investment in infrastructure. Provide ongoing reports of developments and social trends in the venues industry through monitoring venue operations in NSW.
- Contribute to the coordination of government support services for the staging of Rugby World Cup 2003 with the Australian Rugby Union and highlight Sydney's capabilities and facilities for major events.
- Create a colourful look and international flavour in Sydney city with banners, floral displays and entertainment to welcome visitors to NSW during the Rugby World Cup tournament. Demonstrate Sydney's host city capacities for hospitality, services and event expertise with an integrated program of city festivities to encourage community participation.
- Increase economic benefits to NSW through cultural and sports tourism by staging major events. Promote Sydney's desirability as a centre of excellence with state-of-the-art venues and harbour city attractions. Engage the local, national and worldwide media to cover Sydney events, in order to expand the state's broader exposure to potential visitors and business interests.

- Develop a calendar of endorsed major events through to 2020 by identifying and targeting mainstream cultural and sports events for NSW. Codify criteria for specific event bids and funding, through endorsement of Major Events Board.
- Continue to liaise with the Department of State & Regional Development and Austrade, to promote Australian companies bidding for projects in 2008 Olympics and other Games cities.

Our performance

The unit worked to meet the KRA2 challenges, opportunities and priorities in the particular needs of regional NSW and in the following projects.

Major venues

A review of management issues, operations and future development of state assets, through a major venues study, which began in 2002, is continuing. Widespread consultation has been undertaken with owner/operators to examine stakeholder expectations, venue viability, competition between venues for events and ongoing developments in the venues industry. More than 30 Sydney and regional venues have taken part in the study and key stakeholders were interviewed. Specific issues have since been identified and analysed for further discussions and consideration in developing options for the venues industry in NSW.

Government has initiated some reform by consolidating the operational agencies in the industry under the Tourism, Sport and Recreation ministerial portfolio. Government also recently announced the amalgamation of the Departments of Tourism and Sport and Recreation. It is expected that synergies between venues and events, tourism and recreation will be enhanced through these initiatives.

Rugby World Cup 2003

Ongoing coordination of support services with the Australian Rugby Union and key government agencies to prepare for an estimated 40 000 international visitors to Sydney, Gosford and Wollongong in October and November. Extensive planning is underway with the City of Sydney, the Sydney Harbour Foreshore Authority and the Sydney Opera House to host the main event in world sport during 2003.

2

Meet key challenges, opportunities and priorities

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

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A **City Festivities Program** has been designed to decorate the city with banners, floral displays and rugby images on landmark buildings. Large screens will provide public viewing of the Semi Finals and Finals at "live sites" located in Darling Harbour, The Rocks and the Sydney Opera House. Working parties have been established for all integrated services to coordinate policing, transport, tourism, protocol and health. Precinct management plans for Sydney Olympic Park, Moore Park, Gosford, Wollongong and Sydney Airport are well advanced and nearing completion.

Major Events

A long-term strategic approach was initiated with the establishment of the Major Events Board in 2002 to develop the complementary and interdependent roles of events and venues. Planning began for conducting research for business, cultural and sporting opportunities to use facilities and promote NSW as a major event destination.

A broad program of national and international events has been prepared for consideration by the Major Events Board with the intended outcome of attracting further economic benefits and promotional opportunities for NSW. From the Sydney Olympics alone these were estimated to raise \$6.5 billion over a 12-year period and \$300 million through the staging of the 2003 Rugby World Cup.

Beijing 2008 Olympics

The unit provides administrative support and facilitates arrangements for the Sydney-Beijing Olympic Secretariat, in partnership with the Department of State and Regional Development. The Secretariat works in consultation with DSRD and Austrade to support negotiations and promote tenders for Olympic projects in Beijing and other Games cities around the world. The Secretariat is engaged in forging close links to China and continues to be actively involved with Australian companies in tenders for venue design projects. Two Australian companies were awarded Olympic projects in 2003 and one design company is included on a short-list for another major Olympic project.

Olympic Games Wind-up

Outstanding commercial arrangements and claims from the Sydney 2000 Olympic Games were successfully completed.

Results of restructure

The name of the Major Venues and Rugby World Cup Coordination Unit was changed on 1 July 2003 to the Major Events and Venues Strategies Unit (MEVSU).

The unit will continue operational planning for the Rugby World Cup (held in the latter half of 2003) and for the City Festivities Program of events.

An ongoing objective of the MEVSU is to implement the recommendations from the CEO Venue Management Taskforce.

MEVSU will explore future international, national and regional events to establish a major events calendar through to 2020 with the endorsement of the Major Events Board.

Future challenges

Rugby World Cup 2003

- Support services and precinct management for the City of Sydney, Sydney Olympic Park, Gosford and Wollongong will be implemented from October until late November. The effective management of traffic, transport, emergency services and safe control of crowds at venues. Ensure security at events and the safety of all participants. Rugby images and symbols will be displayed to enhance the look and feel of the city during the tournament. Live entertainment has been designed to encourage public involvement and to celebrate the events with locals and visitors to NSW.
- The NSW government will deliver a \$3 million program to create colour, ambience and live coverage in Martin Place, Darling Harbour, West Circular Quay and the Sydney Opera House. The city environment will display rugby designs, banners representing each team from the 20 competing nations and rugby images to welcome international teams, spectators and viewers from around the world. Ultimately, Sydney and NSW will be presented as exciting destinations to visit.
- Floral displays will represent rugby moments, and rugby-themed features on landmark buildings will add colour and activity during the tournament. Widespread promotion of the events will create a broader appeal within the community and worldwide focus during the tournament will highlight Sydney and NSW during the matches. The general community will benefit from the international exchange of cultural and sporting activities of world-class competition.
- The NSW government supports planning for festivities in Gosford and Wollongong to welcome nine Rugby World Cup teams from Canada, Tonga, France, USA, Ireland, Romania, Argentina, Namibia and Japan for five pool matches in the tournament.
- At the conclusion of the tournament, dissolution and completion of RWC obligations will be finalised by December 2003.

Major Venues Strategy

- Phase 2 of the strategy review will develop further consultation with owner/operators and the venue industry to complete findings of the study during the latter half of 2003.
- Recommendations will be presented to the Venue Sub Committee of Cabinet, to develop strategic directions and endorsed funding criteria, following final discussions with industry stakeholders.

- Policy objectives will be established that provide for an effective relationship between venues and events and which ensure sound fiscal management of the sector overall.
- An endorsed venues asset policy is planned for implementation in 2004. This will provide acceptable levels of use and resource allocation for government. Criteria for government funding towards venue operations and capital enhancements will be established.

Major Events Strategy

- An integrated strategy for an extensive events program will be combined with assessment criteria, benefit measurement, a regional component, scoping of events, value of return and the promotion of NSW as an attractive destination to visit.
- A mechanism will be established to liaise with the venue industry, sports federations and international organisations for a broad program of proposed events in NSW.

Soccer World Cup

- A national FIFA Soccer World Cup bid will be prepared with Soccer Australia, the Commonwealth and other participating states and territories, following the restructure of Soccer Australia.

2

Meet key challenges, opportunities and priorities

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

Office of the Director of Equal Opportunity in Public Employment

Targets

The Office of the Director of Equal Opportunity in Public Employment (ODEOPE) has its own corporate plan and reports under the following key results areas:

- 1—The NSW public sector demonstrates progress against EEO outcomes
- 2—Improve EEO program management
- 3—Promote EEO across the sector
- 4—The Office is a model of sound employment equity practice and good management.

Our performance

The Office provides the sector with comparative data to benchmark progress at agency level for each EEO group. The outcomes identified for the Public Sector Equal Employment Opportunity Program are:

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

A diverse and skilled workforce

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

Women

Women represented 56 per cent of the public sector workforce in 2002, a similar proportion to that in 2001. This was 7 per cent higher than in 1995, and 13 per cent greater than the proportion of women in the NSW workforce.

In addition, women represented 51 per cent of employees in full-time employment in 2002. This representation consolidated the achievement in 2001, two years ahead of the government target of 50 per cent female representation in full time employment by 2003. This represents an increase from 43 per cent in 1993.

Aboriginal people and Torres Strait Islanders

Aboriginal people and Torres Strait Islanders represented an estimated 1.6 per cent of public sector employees in 2002, an increase from the 1.4 per cent recorded in 2001. The government has set a target of 2 per cent of the public sector workforce for this EEO group.

People whose first language is other than English

In 2002 an estimated 14 per cent of the public sector workforce were people whose first language spoken as a child was not English. This remains below their estimated representation in the NSW working age population of 19 per cent.

People with a disability

People with a disability were an estimated 6 per cent of the NSW public sector. Employees who had a disability that required adjustment at work were an estimated 1.7 per cent of the public sector workforce in 2002. These figures may be compared with an estimate based on Australian Bureau of Statistics survey data, which suggests that approximately 7 per cent of the NSW working age population have a disability which results in an employment restriction.

Improved employment access and participation for EEO groups

Women

As at June 2003 the percentage of women in the Senior and Chief Executive Services had risen to over 24 per cent, an increase of 9 per cent since 1995. Thirty per cent of employees earning more than \$66,333 p.a. are women, a steady increase from 27.5 per cent at the equivalent salary level in 1995.

Public sector employment equity issues currently being addressed include under-representation of women in management and information technology positions.

Aboriginal people and Torres Strait Islanders

Aboriginal employees tend to be concentrated at salary levels lower than any other EEO group. In 2002, 56 per cent of Aboriginal and Torres Strait Islander employees earned less than \$40,536, compared to 36 per cent of total employees. Aboriginal employees are also more likely to be in temporary or casual employment than other employees.

Current public sector EEO issues for Aboriginal people are the need for increased representation and access to permanent employment, as well as the concentration in lower skilled and lower paid jobs.

People whose first language is other than English

Employees whose first language spoken as a child was not English were as likely as other staff to be in permanent employment (73 per cent).

The recognition and use of overseas skills and qualifications is an area receiving attention by the Director.

People with a disability

In 2002 people with a disability represented 8 per cent of the Senior Executive Service. People with a disability and people with a disability requiring workplace adjustment have similar salary level distributions as other staff.

Given the slow growth in employment opportunities, with only 3 per cent of all recruits to the public sector identifying as having a disability, the major focus of the Director has been on improving access to public sector employment for people with a disability.

Progress towards a workplace culture displaying fair practices and behaviours

Merit selection in the NSW public sector

Electronic lodgement of applications for government vacant positions has been a successful initiative with 4000–5000 job applications lodged online each month. During the year the website was upgraded to improve usability.

Experienced members of selection panels now have access to online refresher training in merit selection, complementing the *Merit Selection Guide for NSW Public Sector Panels: Picking the Best Person for the Job*. A comprehensive merit selection learning and training kit *Merit Selection in the NSW Public Sector: a Training Program for Those Involved in Recruitment*, was released (in kit and compact disc format) to all agencies in June 2003.

Promoting workplace culture change

The Office offers a workplace climate survey as a mainstream quality improvement tool that integrates employment equity issues. The survey provides agencies with data for culture change management to facilitate better management of equity issues. Each agency is provided with benchmark information and advice on practical

change management strategies. Nine public sector agencies used the survey in 2000–2002, and a further five agencies have used it in 2003.

Recruiting people with a disability

EmployAble, a recruitment resource package comprising a community resource guide, a trainers' kit and guidelines on reasonable adjustment, was launched at the Making Connections Conference, Darling Harbour in January, 2003. In partnership with Employers Making a Difference, the Office trained agencies in making workplace adjustments and recruiting people with a disability.

Providing EEO advice to agencies and individuals

The Office provides advice for public sector agencies on equal employment opportunity and discrimination issues, including specialist advice on achieving workforce diversity and fair and equitable workplaces. Each agency receives written evaluation of their progress.

EEO outcomes program performance indicators

Agencies report to the Director against specific outcomes identified for the Equal Employment Opportunity Program. An electronic tool is being developed to facilitate this reporting and to assist agencies with their assessment of progress in planning and delivering EEO.

Partnerships for new initiatives

The Director has successfully negotiated partnerships to secure external funds and resources to increase recruitment of people with a disability, Aboriginal people and migrants to skilled vacancies.

Traineeships for people with a disability

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

The traineeships provide accredited vocational training and paid work within a public sector agency. Thirty-seven trainees with a disability have completed their traineeships in a variety of disciplines and have been permanently appointed, and a further 20 have begun training. Forty-five per cent of trainees are women. This is good progress towards the target of 100 traineeships over three years.

Cadetships for Aboriginal people

In partnership with the Commonwealth Department of Employment and Workplace Relations, the Office has established a program with a target of creating 100 cadetships for Indigenous students enrolled in university or tertiary information technology courses. While at university, cadets receive a study allowance. They have paid employment during the long break with state government agencies. On successful completion, cadets are offered permanent employment. By year 2 of this program, 56 cadetships have been set up in 25 agencies. Agencies will have an increased pool of Indigenous Australians working towards professional and management jobs.

School to work project for Indigenous students

To establish the Cadetships program as a pathway into public sector professional occupations, a careers information project was carried out targeting secondary schools with high Indigenous senior enrolments. Career awareness presentations were offered in regional locations, from Western Sydney to the North Coast and the Central West. Over 1300 Indigenous senior secondary students were directly contacted through this program during the year and 68 requests for visits have been received for the 2003 calendar year.

Migrant Career Development Program

Funded through the Migrant Skills Strategy by the Department of Education and Training, the Migrant Career Development Program offers NSW government agencies incentives to recruit skilled migrants to temporary positions and offers overseas qualified migrants a chance to acquire local experience at an occupational level relevant to their overseas qualifications and experience. Over 51 per cent of the 54 migrants placed in the 2001–2003 program secured permanent employment at an appropriate level after their experience on the program.

In partnership with the Adult Migrant English Service, and the Skilled Migrant Placement Officers, the program was able to assist the NSW Ambulance Service to significantly increase its recruitment of overseas qualified health professionals as ambulance officers.

Re-skilling for IT Careers

In partnership with the Department of Commerce and the Department for Women, the Director successfully implemented the pilot Re-skilling in Information Technology Project. Following advertisements for keyboard operators to enhance their skills, a pool of existing staff were retrained in occupations in short supply. The women selected for these opportunities successfully completed structured training and on-the-job learning. A Career Development seminar is scheduled for August 2003 to promote Information and Communications Technology careers to Department of Commerce staff. A "Re-skilling for IT careers" kit will be available by the end of 2003.

Website and publications

An extensive range of resources are available on the website at www.eeo.nsw.gov.au. During 2002–2003, the website recorded over 281,000 visits. The most popular pages were Applying for NSW Government Jobs, What is EEO, and Links and Publications.

EEO Good Practice Online was released, showcasing equity and diversity initiatives from the NSW public sector. This database-driven area of the website offers a collection of good practice examples promoting innovation in EEO for managers and human resources officers.

Support Networks

The NSW Public Sector Women's Network is a mentoring and skills development network with 1 300 members. The office supports the self-help network by publishing the newsletter *Women's Voice*.

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

The Deaf and Hearing-impaired People's Network celebrated its 20th anniversary in 2003. The Office supports the network, providing training and speakers on a range of work-related topics. This assists network members to provide information to others in their workplaces.

The Office applies good practice in equity and human resource management. Career development initiatives by individual staff are encouraged. The opportunity to act in higher duties is provided when temporary absences allow. Secondments are a key career development strategy for this small organisation. Two skilled migrants were placed through the Migrant Career Development Program in 2002–2003.

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

The Office relocated to Bligh House during 2002–2003. The move delivered time savings in communications with the Premier's Department and rental savings.

Future challenges

Working with agencies to:

- meet the targets for cadetships for Aboriginal people and Torres Strait Islanders and traineeships for people with a disability
- promote new approaches to recruiting people with a disability to public sector jobs
- negotiate career development placements and improved access to vocational English language training for overseas trained migrants

- research strategies to increase representation of women in executive and non-traditional occupations
- deliver an electronic self-assessment and reporting tool
- deliver a set of equity standards for people management policies.

1 Improve public sector performance

Provide leadership and support to ensure that the public sector has the capacity and diversity to achieve better outcomes—particularly frontline service delivery improvements.

• Lead and encourage the sector to make the best use of information technology to promote access to services and whole-of-government approaches.

• Measure and review to improve performance

3

Support the machinery of government

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

Review and Reform Division

Targets 2002–03

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

Performance review

- Conduct the next series of performance reviews as nominated by the Budget Committee under the auspices of the Council on the Cost and Quality of Government, to assess and improve performance of agencies according to an agreed methodology.
- Conduct special reviews at the request of the Premier, Ministers or Director General.
- Monitor on an ongoing basis the implementation of recommendations from previous reviews.

Workforce profile

- Collect data on the workforce of the NSW public sector to provide line and central agencies, and the government, with reports and tools to conduct workforce planning, policy development and benchmarking.
- Improve the quality of occupational data collected through the development of an intelligent automated tool.
- Provide guidance on workforce analysis and planning for agencies.

Performance improvement

- Develop whole-of-government strategies that improve the quality and efficiency of back-office functions of agencies.
- Assist in the development of new strategies, solutions and systems, especially through corporate service improvements that better support agencies in the delivery of frontline government services to citizens.

- Continue the Occupational Health and Safety Initiative to minimise work-related injuries and enable further savings in workers compensation costs.
- Lead and assist agencies with the implementation of the Shared Corporate Services Strategy, due for completion by December 2003.
- Support Electronic Self Service implementation across agencies with a particular emphasis on evaluating the Public Sector Management Act Expert System pilot.
- Develop robust methodology for benefits realisation of corporate services reform projects.

Performance measurement

- Assess and report on strategic performance of general government sector agencies using a robust and consistent methodology.
- Improve the quality of government performance reporting.

Our performance

Performance reviews

These reviews examine the appropriateness, effectiveness, efficiency and prudence of budget funded programs. The reviews are conducted in a series of rounds that focus on specific program elements. The reviews are commissioned by the Budget Committee of Cabinet and recommendations remain confidential. Reviews are undertaken on a collaborative basis with agencies. A review director from a third agency leads a review team comprising core RRD staff and officers from the agencies being reviewed.

In 2002–03 the Council completed four performance reviews: SafeFood NSW, Sustainable Energy Development Authority, Heritage Office and the Department of Public Works and Services.

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

A performance review of the Department of Sport and Recreation was begun in June 2003. As a result of a merger of the Department

and Tourism NSW, the review was postponed. In addition, a review of the Attorney General's Department was also begun in June 2003.

Special reviews

Special reviews are undertaken at the request of the Premier, ministers or Director General of Premier's Department. These may be conducted under the auspices of the Council on the Cost and Quality of Government or by Review and Reform Division (RRD).

In 2002–03, three special reviews were undertaken. The Special Minister for State, Minister for Industrial Relations and Minister Assisting the Treasurer requested the CCQG to undertake a review of TestSafe Australia (a business unit of WorkCover). The Director General, Premier's Department, requested RRD undertake seven case studies as part of an evaluation of the Community Drug Action Strategy. The Minister for Community Services, Minister for Ageing, Minister for Disability Services, and Minister for Youth commissioned a review of the Youth Advisory Council Act.

Following a special review conducted in 2002 of the Asbestos Institute Proposal, the Minister for Industrial Relations announced the establishment of the Asbestos Diseases Research Institute in 2002–03.

Review methodology

The methodology for conducting reviews was refined in 2003 taking into account the learning experience from previous reviews. At the request of small and medium-sized agencies, work began on developing better management practice tools, resulting from reviews undertaken by the Council.

Workforce profile

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

A fourth whole-of-sector collection of employee characteristics was conducted to produce Workforce Profile 2002. The fifth annual data collection is underway.

The first agency level report was released. The report presents agency level summary results of the NSW Public Sector Workforce Profile collection.

A guide to workforce planning was developed and subsequently released by the Public Employment Office. The guide is part of strategy to assist agencies in the planning and management of their workforce.

Position coding was completed in all agencies in order for occupation data to be included in future Workforce Profile Collections. The Position code is a key support tool for other corporate services initiatives including workforce and overall strategic planning. This automated tool was developed to assist agencies maintain their workforce profile position codes in an accurate and consistent manner.

The Workforce Profile Project was transferred to Employee Relations and Workforce Planning Services, Public Employment Office, Premier's Department on 1 July 2003.

Performance improvement

The Shared Corporate Services Strategy enables public sector agencies to significantly improve corporate services delivery, realise the benefits of technologies and reduce costs. The strategy enables the provision of more efficient and effective support for frontline services and the public. Initially the Corporate Services Reform Peer Review Committee oversaw the development of the strategy but this was subsequently performed by the Shared Corporate Services Committee.

In 2002–03, the Shared Corporate Services Strategy involved working with 88 agencies and has resulted in savings totalling \$27 million to date with more savings expected. Through the strategy, RRD:

- assisted in developing shared service centres for Transport, WorkCover, Gaming and Racing, Attorney General's Department, Infrastructure and Planning and Natural Resources, Education and Training and the Arts portfolios
- together with the Department of Community Services, Department of Ageing, Disability and Home Care and the Department of Housing to develop a shared service centre, *NSW businesslink*, which was launched in December 2002
- assisted the Central Corporate Services Unit (CCSU), Department of Commerce to become the provider of choice for small agencies by introducing best practice service provision and enhancing technology and infrastructure. The upgrade program was significantly implemented during 2002–03, and is due for completion in December 2003
- collaborated with Corrective Services, Juvenile Justice and the Powerhouse Museum to develop a successful funding bid for a shared software upgrade. The upgrade will reduce capital upgrade costs by \$2.4 million (i.e. 25 per cent in this upgrade cycle) and \$1 million recurrent for five years in comparison to individual approaches
- produced benchmarking and comparative reports of agencies' corporate services resources, costs and projected savings to agency CEOs
- conducted an Inter-jurisdictional Shared Corporate Services Information Forum on 30 May 2003.

The Electronic Self Service (ESS) initiative continued to support public sector agencies in realising the potential benefits from applying self-service automation to personnel and payroll transactions. ESS funding was allocated to 25 agencies (including CCSU which will potentially provide ESS to a further 30 agencies). The benefits realisation reporting undertaken by agencies indicates the overall success of this initiative, which has a payback period of less than 12 months on the monies invested. It is anticipated that the initiative will generate savings in excess of \$11.2 million per annum from 2003.

The Shared Corporate Services Strategy team and Electronic Self Service project were transferred to the Office of Best Practice IT and Corporate Services, Department of Commerce on 1 July 2003.

The HR Expert project complements Electronic Self Service by applying Expert System (electronic decision-tree) technology to the *Public Sector Employment and Management Act 2002*. Following the successful evaluation of the pilot project, this has now been extended to cover all conditions and entitlements and will be deployed across the sector.

As of 1 July 2003, the HR Expert System project was transferred to Employee Relations and Workforce Planning Services, Public Employment Office, Premier's Department.

A three-year Occupational Health, Safety and Rehabilitation project commenced in 1998–99 to drive improvements in OH&S management and workers compensation costs—one of the most significant costs associated with managing the public workforce. The strategy has realised significant improvements in OH&S performance of 12 targeted agencies, with workers compensation costs reduced by \$53 million.

The initiative has been extended for another three years and it is anticipated further reductions in injuries and savings in workers compensation costs will be realised.

The Occupational Health and Safety Initiative was transferred to the WorkCover Authority on 1 July 2003.

Performance measurement

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

The major SEAs report *Overview of Government Services 1996–2001* was produced for the Council and submitted to the government for consideration.

In 2002–03 RRD produced the report *Program and Outcomes Relating to Aboriginal People in NSW* for internal planning purposes. The report provides a comprehensive summary of community outcomes as well as service indicators for programs for Aboriginal people.

The SEAs reviews for recreation facilities and services, and arts and culture policy areas, were published on the Council's website.

Performance indicators for the general government sector covering resources, service efforts and achievements and client satisfaction were further revised and systematised during 2002–03 in consultation with agencies, to better reflect service provision and agency achievements.

Results of restructure

The Review and Reform Division was renamed the Performance Measurement and Review Division. The new division retains the sector-wide performance measurement and review function which it undertakes for both the Council on the Cost and Quality of Government and the Premier's Department.

From 1 July 2003 Performance Improvement Branch projects were transferred as follows:

- Workforce Profile and the HR Expert System to the Public Employment Office
- Shared Corporate Services Strategy and the Electronic Self Service Strategy to the Department of Commerce
- the Occupational Health and Safety Initiative to WorkCover.

Future challenges

- Undertake performance reviews in key areas of government activity selected by the Budget Committee of Cabinet.
- Undertake reviews requested by the Premier, Ministers, the Director General of the Premier's Department, and CEOs.
- Provide better practice management tools to assist small and medium-size agencies.
- Promote better use of data analysis and evidence-based processes in public sector decision-making.

Public Sector Management Office

Targets

- Implement the new *Public Sector Employment and Management Act 2002* and develop guidelines identified by the new Act.
- Negotiate a new Public Service Conditions of Employment Award.
- Provide government with strategic advice on key public sector-wide employer and industrial relations issues.
- Accelerate initiatives to assist agencies with successfully implementing relocations and restructures in accordance with the government's program, including minimising the impact on displaced staff.
- Formulate appropriate government superannuation responses to regulatory, industrial, economic and other developments in conjunction with stakeholders.
- Provide agencies with advice that improves their capacity to manage their businesses and deliver their services.
- Implement the new Operational and Strategic Plan for the Spokeswomen's Program.
- Assist the implementation of the Police Complaints Case Management (PCCM) system across the NSW Police, Police Integrity Commission and the Ombudsman's Office.
- Contribute to whole-of-government leadership, coordination and management of e-government .

Our performance

Following a review, parliament passed the *Public Sector Employment and Management Act 2002* (PSEM Act) in June 2002. The new Act replaced the 1988 Act with modern public sector management and employment legislation. It also meets the government's objective of providing a legislative and employment framework to promote a more effective and

professional public sector that reflects contemporary standards.

To support the implementation of the new Act, briefing sessions were conducted for all public sector agencies to outline the major changes and clarify issues arising from this new legislation. In addition the Senior Executive Service (SES) Guidelines and Personnel Handbook were extensively updated to assist in implementing the new provisions.

The Performance and Conduct Guidelines, which support the new Act, were developed in consultation with the Labor Council of NSW and major public sector unions such as the Public Service Association (PSA). The Guidelines were released in June 2003 and provide a streamlined system for dealing with issues of poor performance and/or misconduct within the public service. Again, information sessions to public sector agencies were conducted.

Guidelines on mobility and employment of temporary and casual staff, another key feature in the new Act, are currently in development.

A new Conditions of Employment Award for the public service was made with the consent of the PSA in December 2002. The new Award increased the amount of paid adoption leave available from three to nine weeks, provided new provisions for flexible working hours, clarified circumstances where family and community service leave is appropriate, and updated grievance and dispute settling procedures.

The PSMO managed sector-wide pay and conditions claims and assisted individual agencies with significant claims within the framework established by the Government Wages Policy. Employee Relations worked closely with NSW Treasury to prepare the government's case in the nurses' pay claim matter that was heard by the Industrial Relations Commission of NSW.

Fourteen agencies were assisted in the development of 17 enterprise awards and agreements that provide conditions of employment relevant to the business of the agency and which enhance performance and service delivery.

PSMO had a leading role in finalising the agreement for new death and disability benefit arrangements for firefighters. The enabling award was made by the Industrial Relations Commission of NSW in April 2003. The arrangements provide on and off duty cover for permanent and

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retained firefighters and are in the form of pensions and lump sum payments. The benefits are jointly funded by the employer and employees. The Superannuation Policy Unit has been working closely with the NSW Fire Brigades, Treasury and the NSW Fire Brigades Employees' Union to implement the new arrangements.

PSMO coordinated the restructure of government departments following the 2003 state election to ensure smooth post-election transition to fulfil government directives.

The Workforce Management Centre (WMC) registered a total of 406 displaced employees in 2002–03. Of these, 126 officers were placed in permanent positions or on workplace trials for permanent positions. The WMC also provided ongoing information and help to displaced officers with regard to their responsibilities and entitlements.

WMC assisted agencies and employees undergoing restructuring, relocation, sale or closure. The agencies included WorkCover, Department of Local Government, Office of State Revenue and Pacific Power. This work involved close liaison with agencies and officers to provide strategic advice on voluntary redundancy, management of displaced employees, communication strategies and negotiating employee entitlement packages.

Assistance and advice were provided on employee relations, industrial relations and superannuation aspects of the sale of Pacific Power, the implementation of the government's Shared Corporate Service Strategy for the human services agencies, the restructuring of the Greyhound Racing Authority and the Harness Racing Authority and the sale of the Livestock Reporting Unit of SafeFood NSW.

In December 2002, miscellaneous amendments to a number of public sector superannuation funds were passed by parliament. The amendments included:

- enabling the SAS Trustee Corporation to introduce investment choice for members of the State Authorities Superannuation Scheme
- enabling the implementation of the Commonwealth's *Family Law Act 1975* requirements
- reforms to the Parliamentary Contributory Superannuation Fund
- reforms to the Police Superannuation Scheme negotiated between the Commissioner for Police and the Police Association. The reforms enable early retirement for 300 officers over three years beginning July 2003
- correcting anomalies in the calculation of surcharge liabilities owed by members of the defined benefit schemes.

In January 2003 a contract was signed with the Federal Department of Employment and Workplace Relations to facilitate the employment of 250 Aboriginal people into public sector jobs. As part of this contract, PSMO had facilitated the recruitment of 160 Aboriginal people into positions across 29 agencies

Through the new Premier's Aboriginal Employment Database 240 Aboriginal people were assisted into public and private sector employment.

PSMO developed and conducted a Diploma in Management program specifically for Aboriginal people. Management Development Program for Aboriginal and Torres Strait Islanders (MDPA) 2002 is now accredited as a Diploma in Management. Fourteen participants will graduate in August 2003—50 per cent of participants are from regional NSW and 70 per cent are Aboriginal women.

A successful CEO Forum was undertaken in September 2002. The forum is an important mechanism in developing leadership in the public sector. The theme for the 2002 forum was *Leadership – a shared responsibility*.

In April a new contract began for the Executive Development Program (EDP). The new contract included a new curriculum and redesign of the program. Thirty-three participants enrolled in the ten month leadership program for senior managers and executives interested in developing their careers at senior executive levels in the NSW public sector. This benefits the sector by ensuring stronger leadership capacity in its executives.

The Public Sector Management Program (PSMP) offers a Postgraduate Certificate in Management or Public Sector Management. Over a hundred public sector managers began the new program. The PSMP provides practical management skills and helps develop managers for transition into more senior management roles within the public sector.

Australia and New Zealand School of Government (ANZSOG) is a new initiative to assist the development of future public sector leaders. It will provide a unique opportunity for national and international learning, networking, collaboration and research in the areas of public policy, management and administration. The NSW public sector entered the ANZSOG consortium in January 2003, and provided 28 participants for the Executive Master of Public Administration (EMPA), which commenced in May.

The University of Sydney Graduate School of Government (GSG) was launched on 30 June 2003. The NSW Government is committed to providing 50 places annually in the GSG Graduate Diploma program. The GSG will work with ANZSOG in the delivery of elements of the EMPA program.

Upgraded systems and activities for statewide operation of the Spokeswomen's Program were introduced. Implementation of the *New Directions Strategic Plan 2002–2004* is proceeding to timetable in participation with public sector agencies. The following learning and development activities have been provided:

- training courses and development days for over 300 spokeswomen and women's liaison officers
- information workshops on work and life balance for 520 women across the public sector
- a successful annual conference with a career and life cycles theme was attended by 325 women.

The 2002 Premier's Public Sector Awards formally recognised and rewarded achievement of excellence within the NSW public sector. It attracted 80 quality nominations from 44 agencies.

Following the awards a review was undertaken. Key outcomes were the clarification of general and specific selection criteria and the inclusion of two new award categories.

On 11 February 2003 a delegation of 35 senior officers from the French Centre for Higher Military Studies visited NSW. Senior representatives of the NSW government meet with the delegation and brief them on the state's political organisation, economy and government policies.

Public Sector Management Office organised the visit and the Director of Strategic Policy and Reform made a presentation to the group. This provided an overview of the NSW public sector, public sector management and the role of the NSW Premier's Department.

A suite of Police Complaints Case Management (PCCM) systems was successfully implemented across relevant agencies. The systems streamline the handling of complaints against police officers.

Government Licensing—PSMO facilitated and monitored a strategic whole-of-government approach to providing a 'one stop' website for the online issue of some government licences.

Broadband Strategy—PSMO provided strategic input and oversight to ensure that the government's investment in the provision of high bandwidth services to state government sites delivered value for money.

Call Centre Consolidation—PSMO provided input to the Contact Centre Consolidation Taskforce's implementation framework, to ensure the delivery of economies of scale, operational efficiencies, and productivity savings through the consolidation and sharing of infrastructure.

PSMO provided significant support to the restructure of agencies, particularly in relation to the merging of some of the larger agencies.

Work also began on reviewing the existing Chief Executive Committee arrangements including cluster models to align with the government's post-election strategic agenda.

The PSMO successfully negotiated an overarching framework of principles through which the government's human services agencies and the non-government sector would work collaboratively in the administration of grants programs.

The PSMO, in consultation with agencies and the non-government sector, developed a standard grants application form and grant application guidelines. At the time of this report, the standard forms are subject to a pilot evaluation in the current grants programs of four agencies.

Result of restructure

As a result of the restructure of Premier's Department a number of changes have occurred, which include changes to the role and title of the Public Sector Management Office (PSMO). From 1 July 2003, the PSMO and the Office of the Director of Equal Opportunity in Public Employment (ODEOPE) will be known as the Public Employment Office (PEO).

The Public Employment Office is a single source of high level advice on all NSW public sector employment matters. The PEO supports the NSW public sector to deliver the government's objectives through leadership and strategic advice on public sector reform strategies and initiatives.

The Office consists of three divisions – Workforce Capability, Employee Relations and Workforce Planning. It incorporates some units from the former Review and Reform Division of the department as well as the Office of Employment Equity and Diversity (formerly ODEOPE).

The statutory role of the Director of Equal Opportunity in Public Employment is to receive EEO management plans and annual reports from NSW public sector agencies and report to the Premier on sector EEO progress, continues.

Future directions

Improve the industrial framework, workforce capacity, diversity and capability challenges of the sector to deliver further service improvement by:

- managing NSW participation in whole-of-government and national vocational, management, executive and equity learning and development opportunities
- using Workforce Profile collection and other tools to facilitate workforce planning initiatives across the public sector
- working with agencies to improve diversity of the public sector workforce through agency support and facilitate employment programs
- strengthening interagency communication and networking to ensure the broadest possible understanding, adoption and development of contemporary HR/ER policies across the sector.
- managing major industrial claims and test cases across the sector
- continuing the process of refining awards, industrial agreements and employment policies to assist in streamlining service delivery initiatives
- developing new initiatives in managing displaced/excess staff in conjunction with agencies
- monitoring implementation of the new *Public Sector Employment and Management Act 2002* and assisting agencies as required.

Provide advice, resources and systems to support efficiency and continuity of state administration by:

- support and advice to Director General at government and intergovernmental level
- advising and assisting agencies on sector-wide corporate governance issues
- developing and supporting legislative programs for public sector management and superannuation issues
- refining policies in respect of the Chief Executive Service and Senior Executive Service to ensure functions reflect modern management.

**Support the
machinery of
government**

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

Government Actuary's Office

Targets

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

Our performance

Superannuation advice was provided to the Premier's Department, the Trustees of the Parliamentary Contributory Superannuation Fund, the Attorney-General's Department and the Northern Territory Superannuation Office.

The advice related to:

- calculations of accrued liabilities and future liabilities
- preparation of tax certificates
- funding and tax credits
- individual transfers, retrenchments, etc.
- suggestions on desirable legislative changes and comments and calculations in respect of various proposals
- splitting superannuation on divorce
- surcharge calculations and related advice.

Advice on workers compensation and other insurance matters was provided to the Premier's Department, the Audit Office and the Northern Territory public sector.

Financial Condition Reports were prepared for three friendly societies. Surrender value calculations were made for members of Starr-Bowkett Societies.

Advice on long service leave and other employee entitlements was provided to the ACT long service leave boards, the Treasury, Country Energy, State Forests and Energy Australia.

The Office will cease to function as of 25 July 2003.

Service Delivery Improvement and Directorate

Purpose

The establishment of the Service Delivery Improvement Directorate (SDID) from 1 July 2003 reflects the government's high priority in achieving tangible improvements in service delivery to the community.

SDID largely draws from the former Strategic Policy and Reform area within the Public Sector Management Office and brings together the following:

- service delivery strategy, which includes developing the strategic management framework and improving CEO engagement
- e-government, in order to achieve a better alignment of service improvement and investment in information and communications technology
- Aboriginal service delivery strategy
- the Grants Administration Review, with the aim of improving grants management and planning to support service delivery priorities.

SDID provides a focus for the development of strategies across the NSW public sector to support the community and the service improvement agenda.

Working with colleagues in the central agencies and chief executives in particular, the emphasis is on identifying, progressing and aligning initiatives in the following areas:

- alignment with the Cabinet process
- improved leadership and governance arrangements
- accountability and performance measurement systems which focus on service outcomes
- public sector management systems, workforce planning and culture to meet service needs.

Within this agenda, SDID undertakes lead and project roles in relation to:

- the Grants Administration Review to improve grants management systems and provide government with grants distribution, information and the foundation for better matching of government service delivery priorities and the allocation of grants
- Aboriginal service delivery strategy, with an emphasis on streamlined identification of priorities for action, performance measurement and reporting and partnerships, local and regional community involvement.

Future challenges

- Design and implement CEO Committee arrangements to deliver a more strategic approach to service delivery, reflected in prioritised actions, timeframes, performance accountabilities and measures.
- Facilitate the development of the 'enablers' to improve the performance of the public sector in service delivery and, in particular:
 - make the best use of technology, through the planning and implementation of an e-government framework
 - align workforce planning, corporate services and management systems.
- Strengthen the accountability and performance measurement system to focus on CEO efficiency and cross-agency efforts in improved service delivery.
- Ensure knowledge sharing about service models and access by citizens, to inform decision-making about service model and infrastructure development.
- Support the identification and development of more accessible and better integrated services for citizens, through all channels of service delivery including:
 - face-to-face in single agencies
 - further development of one-stop shops
 - telephone
 - online services.
- Better coordinate current service delivery mechanisms e.g. by building on the role of cluster agencies in service integration and service improvements and on the regional coordination infrastructure.

Improve public sector performance

Provide leadership and support to ensure that the public sector has the capacity and diversity to achieve better outcomes—particularly frontline service delivery improvements.

• Lead and encourage the sector to make the best use of information technology to promote access to services and whole-of-government approaches.

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- Oversee the Grants Administration Review to achieve key deliverables including a reliable information base and system to support the government's service delivery priorities.
- Engaging agencies, the non-government sector and the community to improve outcomes for citizens in specific regions and for specific groups, with an emphasis on meeting the needs of Aboriginal people.

Our current organisation 2003-2004

Results of restructure

Strategic Projects Division

Strategic Projects Division was restructured to provide a more comprehensive and integrated approach to initiating and implementing major programs, projects and priorities of significance to the Premier. The division—which reports to the Deputy Director General—is responsible for a wide range of social, economic, security and environmental activities at local, regional and state levels. The division also provides administrative support for Premier's Department.

Infrastructure Coordination Unit

The Infrastructure Coordination Unit was part of Premier's Department and reported to the Deputy Director General until 1 April, when it was transferred to the Department of Urban and Transport Planning (now Infrastructure, Planning and Natural Resources).

Centennial Park and Moore Park Trust

With the administrative changes of 1 April, the Centennial Park and Moore Park Trust—which had been part of Premier's Department and reported to the Deputy Director General—was transferred to the Department of Sport and Recreation (now Department of Tourism, Sport and Recreation).

Community Projects and Management Services

From 1 July 2003 the name of the branch changed to Management Services. The name change reflects the department's intention to review its corporate service provision arrangements with its provider, the Central Corporate Services Unit, in order to retain a greater in-house strategic management capability.

To give effect to this change a small number of divisional administrative staff will be transferred to the branch. In addition, the branch's responsibility for cross-border issues will be transferred to the Rural Strategic Projects Director.

Disaster Response and Special Services

The Premier's Department restructure resulted in the transfer of the responsibility for honours and awards at all levels to the Office of Protocol and Special Events. This will allow Disaster Response and Special Services, which has been renamed Office of Counter Terrorism and Disaster Recovery, to provide its focus on the core business of counter terrorism and emergency management.

The staffing complement of three remains, and administrative assistance is shared with Management Services. These resources should meet the continuing operational needs of the Office.

The current security climate is not expected to abate in the foreseeable future and many analysts predict the situation that now exists is unlikely to change for up to 10 years.

The demands of the security environment present continual challenge and call for continuing rigorous assessment and appraisal. The need to have a robust program in place for the protection of critical infrastructure is one aspect of the strategic direction that needs to be maintained.

Office of Protocol and Special Events

The Office of Protocol and Special Events comprises the roles and responsibilities of the Office of Protocol, Special Events and Government Coordination, Office of the Governor and the Australia Day Council of NSW. A new staffing structure is being developed to meet the objectives of the Office of Protocol and Special Events.

Following the establishment of the Office of Protocol and Special Events, planning has begun for the wind-up of the Australia Day Council of NSW as a company limited by guarantee.

Major Venues and Rugby World Cup Coordination Unit

The Major Venues and Rugby World Cup Coordination Unit changed in name on 1 July 2003 to the Major Events and Venues Strategies Unit (MEVSU).

The unit will continue operational planning for the Rugby World Cup (held in the latter half of 2003) and for the *City Festivities Program* of events.

An ongoing objective of the MEVSU is to implement the recommendations from the CEO Venue Management Taskforce.

MEVSU will explore future international, national and regional events to establish a major events calendar through to 2020 with the endorsement of the Major Events Board.

Review and Reform Division

The Review and Reform Division was renamed the Performance Measurement and Review Division. The new division retains the sector-wide performance measurement and review function which it undertakes for both the Council on the Cost and Quality of Government and the Premier's Department.

From 1 July 2003 Performance Improvement Branch projects were transferred as follows:

- Workforce Profile and the HR Expert System to the Public Employment Office
- Shared Corporate Services Strategy and the Electronic Self Service Strategy to the Department of Commerce
- the Occupational Health and Safety Initiative to WorkCover.

Public Sector Management Office

As a result of the restructure of Premier's Department a number of changes have occurred, which include changes to the role and title of the Public Sector Management Office (PSMO). From 1 July 2003, the PSMO and the Office of the Director of Equal Opportunity in Public Employment (ODEOPE) will be known as the Public Employment Office (PEO).

The Public Employment Office offers a single source of high level advice on all NSW public sector employment matters. The PEO supports the NSW public sector to deliver the government's objectives through leadership and strategic advice on public sector reform strategies and initiatives.

The Office consists of three divisions – Workforce Capability, Employee Relations and Workforce Planning. It incorporates some units from the former Review and Reform Division of the department as well as the Office of Employment Equity and Diversity (formerly ODEOPE).

The statutory role of the Director of Equal Opportunity in Public Employment is to receive EEO management plans and annual reports from NSW public sector agencies and report to the Premier on sector EEO progress, continues.

Service Delivery and Improvement

Another aspect of the restructure of Premier's Department was the formation of the Service Delivery Improvement Directorate (SDID). The establishment of the Directorate supports the government's emphasis on the public sector contributing to achieving tangible improvements in services to citizens in NSW.

SDID largely draws from the former Strategic Policy and Reform area within the Public Sector Management Office and brings together the following:

- service delivery strategy, which includes developing the strategic management framework and improving CEO engagement
- e-government, in order to achieve a better alignment of service improvement and investment in information and communications technology
- Aboriginal service delivery strategy
- the Grants Administration Review, with the aim of improving grants management and planning to support service



Representatives from the non government sector with
Nada Nasser (right) attending the
Strengthening Communities: People Place Partnerships 2 conference

Corporate framework 2003-2007

Our PURPOSE

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

Our VISION

NSW – a better place to live, work and do business

Our VALUES

We value and have a commitment to:

Innovation and Leadership

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

Service commitment

We are responsive in the way we deliver our services

No surprises

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

Fairness, diversity and social justice

We value diversity and treat each person with fairness and respect

Integrity

We consistently act honestly and ethically

We provide frank and fearless advice

Delivery

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

Partnerships with Aboriginal people

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

Our STRATEGIES

Key result areas	Strategic direction	Organisational measures
1. Improve Public sector delivery, outputs and outcomes	<ul style="list-style-type: none"> Identify and remedy systemic impediments to success and provide policy input from whole-of-government practice Improve the industrial framework, workforce capacity, diversity and capability challenges of the sector to deliver further service improvement Review the performance of agencies and promote a consistent and consolidated approach to measuring performance across the sector Develop and test new service delivery approaches, including coordinated service delivery, cross-agency solutions and use of technology 	<ul style="list-style-type: none"> Client satisfaction Sector-wide workforce planning framework established and progress measured Number of identified impediments addressed Percentage of agreed projects satisfactorily completed.
2. Meet the key challenges, priorities and opportunities	<ul style="list-style-type: none"> Develop, maintain and improve strategic capacity to respond to special and emerging situations 	<ul style="list-style-type: none"> Client satisfaction with our readiness, responsiveness and outcomes achieved

Our STRATEGIES

Key result areas	Strategic direction	Organisational measures
3. Deliver strategic community initiatives	<ul style="list-style-type: none"> Identify priority communities and deliver targeted community and population-based programs and partnerships Develop transition arrangements for project and program initiatives to ensure sustainability/ maturity Improve equity of access to services, including a particular focus on Aboriginal communities 	<ul style="list-style-type: none"> Client satisfaction Number of effective partnerships with government and community agencies operating Number of programs identified, developed, auspiced and implemented Transition success
4. Support the machinery of government	<ul style="list-style-type: none"> Provide advice, resources and systems to support efficiency and continuity of state administration 	<ul style="list-style-type: none"> Client satisfaction with our readiness, responsiveness and outcomes achieved
5. Improve our capability to deliver	<ul style="list-style-type: none"> Improve systems and processes which recognise and develop the expertise of our staff In partnership with Central Corporate Services Unit, improve corporate services systems and processes to maximise service delivery within finite resources Strengthen how we measure and report our achievements and stakeholder satisfaction 	<ul style="list-style-type: none"> Workforce Plan for Premier's Department developed with contributions from all divisions In top 10% of agencies in Climate Survey Business units operate within approved budgets Business and performance management systems operating in support of the corporate plan Percentage of identified system impediments resolved

Senior management 2003-2004

Department Head

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

Brendan O'Reilly, MM (Ed)
Deputy Director General

Service Delivery Improvement

Peter Loxton, BA
Assistant Director General

Office of the Director of Equal Opportunity in Public Employment

Carol Davies
Director

Public Employment Office

Chris Raper
Assistant Director General

Ministerial and Parliamentary Services

Brad Fitzmaurice
BA(Hons), MA(Hons)
Assistant Director General

Major Events and Venues Strategy

Bob Adby
Assistant Director General

Office of Protocol and Special Events

John Trevillian AM
Assistant Director General

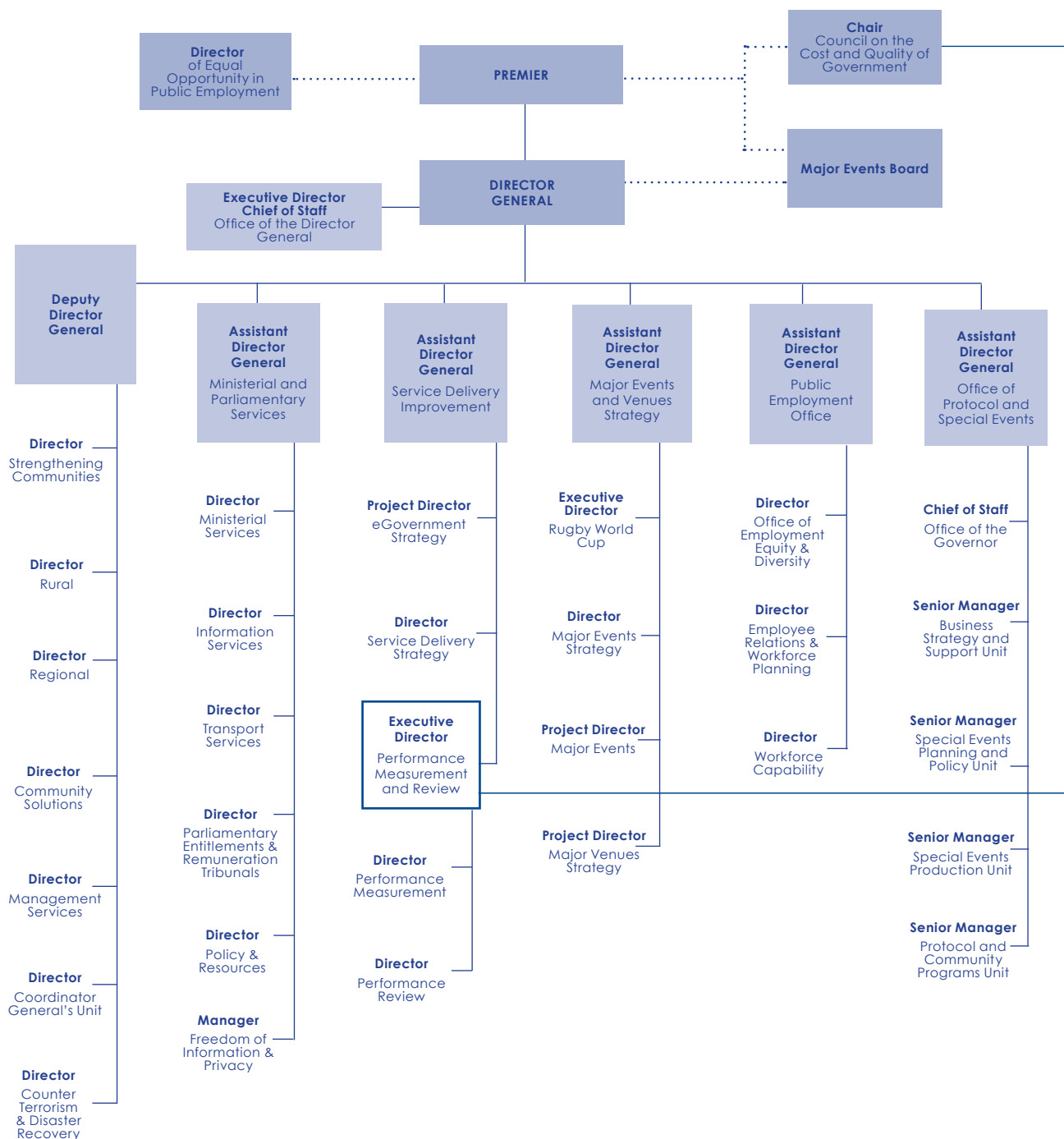
Performance Measurement and Review

Peter Connelly
Executive Director

Office of the Director General

Alex Smith AM
Executive Director and Chief of Staff

Our organisational chart 2003-2004



Note:

For administrative purposes the Major Events Board (MEB), Office of Employment Equity and Diversity (OEED) and the Council on the Cost and Quality of Government (CCQG) are part of the Premier's Department, but the Director of OEED, Chair of the CCQG and Chairman of the MEB report directly to the Premier.

Appendices

2002-2003

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Appendix 1: Legislation and legal change

- Anti-Discrimination Act 1977 No 48, Part 9A (remainder, Attorney General)
- Anzac Memorial (Building) Act 1923 No 27
- Australia Acts (Request) Act 1985 No 109
- Competition Policy Reform (New South Wales) Act 1995 No 8
- Constitution Act 1902 No 32
- Constitution Further Amendment (Referendum) Act 1930 No 2
- Constitution (Legislative Council Reconstitution) Savings Act 1993 No 19
- Election Funding Act 1981 No 78
- Essential Services Act 1988 No 41, Parts 1 and 2 (remainder, Minister for Industrial Relations)
- Freedom of Information Act 1989 No 5
- Independent Commission Against Corruption Act 1988 No 35
- Independent Commission Against Corruption (Commissioner) Act 1994 No 61
- Independent Pricing and Regulatory Tribunal Act 1992 No 39
- Interpretation Act 1987 No 15
- Legislation Review Act 1987 No 165
- Licensing and Registration (Uniform Procedures) Act 2002 No 28
- Mutual Recognition (New South Wales) Act 1992 No 61
- Ombudsman Act 1974 No 68
- Parliamentary Electorates and Elections Act 1912 No 41
- Parliamentary Evidence Act 1901 No 43
- Parliamentary Precincts Act 1997 No 66
- Parliamentary Remuneration Act 1989 No 160
- Protected Disclosures Act 1994 No 92
- Public Finance and Audit Act 1983 No 152, sections 28, 28A, 29, 30, 34 and Schedule 1 (remainder, Treasurer)
- Public Sector Employment and Management Act 2002 No 43 (except Chapter 7, jointly Treasurer and Minister for Commerce)
- Reprints Act 1972 No 48
- Returned and Services League of Australia (New South Wales Branch) Incorporation Act 1935 No 39
- Royal Commission (Police Service) Act 1994 No 60
- Royal Commissions Act 1923 No 29
- Seat of Government Surrender Act 1909 No 14
- Seat of Government Surrender Act 1915 No 9
- Seat of Government Surrender (Amendment) Act 1923 No 31

- Senators' Elections Act 1903 No 9
- Special Commissions of Inquiry Act 1983 No 90
- State Owned Corporations Act 1989 No 134
- Statutory and Other Offices Remuneration Act 1975 (1976 No 4)
- Subordinate Legislation Act 1989 No 146
- Subordinate Legislation (Repeal) Act 1985 No 232
- Sustainable Energy Development Act 1995 No 96
- Transferred Officers Extended Leave Act 1961 No 13
- Trans-Tasman Mutual Recognition (New South Wales) Act 1996 No 102
- Visy Mill Facilitation Act 1997 No 139

There have been no relevant judicial decisions concerning the *Public Sector Employment and Management Act 2002*. In the industrial area, there have been no judicial decisions affecting Premier's Department or its services.

Appendix 2: Senior executive service positions

Total CES/SES Officers on 30 June	2001	2002	2003
Level 8	1	1	1
Level 7	1	1	1
Level 6	1	1	4
Level 5	1	1	0
Level 4	4	3	4
Level 3	9	8	9
Level 2	5	6	6
Level 1	3	2	2
Total	25	23	27

Number of CES/SES Positions Filled by Women on 30 June		
2001	7	
2002	8	
2003	7	

Appendix 3: Executive remuneration and senior executive performance statement

Chief and senior executive officers Level 5 or above

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

Dr Colin Gellatly **Director General**

Appointed on 30 September 1996

SES Level 8

Remuneration as at 30 June 2003: \$342,000

The Premier indicated that during 2002–03 Dr Gellatly met the performance criteria for the position of Director General of the Premier's Department. The Director General supported the Premier in his role as head of government in NSW.

Specific achievements in 2002–03 were:

- providing overall leadership and direction to Premier's Department and the NSW public sector in the establishment and monitoring of counter terrorism arrangements at the State and Commonwealth levels
- providing effective leadership to the public sector, including chairing a number of high level committees such as Chief Executives Committee, Government Asset Management Committee, e-Government Committee, Major Events Board and Arabic Youth Partnership Implementation Committee
- ensuring a whole-of-government response to the coordination of NSW involvement in the planning and implementation of arrangements for Rugby World Cup 2003
- successfully directing the involvement of Premier's Department in a range of whole-of-government responses to issues in regional and rural NSW
- chairing the various committees involved in monitoring the state's response to the drought, including the development of assistance packages and identification of wider welfare support issues
- leading a range of responses to state strategic development issues in his role of Coordinator General
- ensuring an effective relationship with public sector unions in negotiations on statewide industrial relations issues.

Dr Gellatly's contribution to the management of the Premier's Department and leadership of the public sector was considered excellent.

Mr Brendan O'Reilly **Deputy Director General**

Appointed on 20 January 2003

SES Level 7

Remuneration as at 30 June 2003: \$275,000

The Director General has expressed satisfaction with Mr O'Reilly's performance throughout the period of his employment in Premier's Department.

Mr O'Reilly has successfully met the performance criteria contained in his performance agreement including the provision of high quality policy, operational and strategic advice, and coordination of government priorities.

Significant achievements in 2003 included:

- successfully relieving in the position of Director General, Premier's Department on a number of occasions and providing high level advice to the Premier in this capacity
- reviewing the organisational structure of Premier's Department resulting in a realignment of staff, functions and activities to meet changes to portfolio responsibilities and government priorities
- reviewing and implementing a budget and financial management and reporting arrangement across Premier's Department to reflect the new organisation structure
- establishing the Counter Terrorism and Disaster Recovery Unit and representing NSW on the Counter Terrorism Committee
- successfully bringing to resolution a range of strategic and special projects across NSW where whole-of-government coordination was required.
- providing executive leadership and strategic direction to the Strategic Projects Division and the metropolitan, rural and regional coordinators.

In summary, Mr O'Reilly's contribution to the management of Premier's Department, the coordination of whole-of-government responses to strategic issues and leadership of the development of counter terrorism issues was outstanding.

Mr Peter Loxton **Assistant Director General** **Public Sector Management Office**

Appointed on 29 September 1997

SES Level 6

Remuneration as at 30 June 2003: \$236,000

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

Mr Loxton has successfully met the performance criteria contained in his performance agreement including the provision of high quality, operational and strategic advice and coordination of public sector management issues.

Significant achievements in 2002–03 included:

- overseeing the final stages of the Public Sector Management Review, and extensive preparations for the successful introduction into Parliament of the Public Sector Employment and Management Bill 2002
- playing an active role in advising both government and agencies on strategic industrial relations issues
- ensuring an active role for employment, equity and Aboriginal programs, working with a range of projects and issues across the NSW public sector
- supporting the government's commitment to the introduction of Executive Masters in Public Administration for the Australian & New Zealand School of Government (ANZSOG)
- playing an active role in the development of the NSW Telecommunications Strategy, in particular for broadband solutions for the NSW government

- actively supporting the Director General in his role as Chairman of the CEOs eGovernment Committee advising on the development of an eGovernment strategic framework and directions.

In summary, Mr Loxton's leadership of the Public Sector Management Office and the oversighting of e-government issues on behalf of Premier's Department was at the highest level.

Dr Elizabeth Coombs Assistant Director General Review and Reform

Appointed 22 August 2000

SES Level 6

Remuneration as at 30 June 2003: \$212,000

The Director General has expressed satisfaction with Dr Coombs' performance throughout the period of her employment with Premier's Department.

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

Significant achievements in 2002–03 included:

- successfully achieving the objectives of the Council on the Cost and Quality of Government through leadership of their program of performance reviews and performance measurement
- successfully achieving the objectives of the government's Corporate Service Reform agenda and reporting on these outcomes to the Cabinet Standing Sub Committee on the Budget
- leading sector-wide programs that delivered savings and performance improvements to NSW public sector agencies. These included the OHS program which delivered savings of \$53 million p.a. and the Electronic Self-Service program which will generate savings in excess of \$11.2 million p.a. from 2003
- improving the accountability for performance reporting of public sector agencies through performance measurement projects such as the Service Efforts and Accomplishments Reports, Workforce Profile Agency Reports and the report Programs and Outcomes Relating to Aboriginal People in NSW
- leading partnerships with line agencies to deliver more efficient and effective 'back office' functions through the Electronic Self-Service Initiative, the HR Expert System and related initiatives.

In summary, Dr Coombs demonstrated superior performance by providing strong leadership to the Corporate Service Reform Initiative and managing the performance measurement and review functions of the work program of the Council on the Cost and Quality of Government.

Mr Robert Adby Assistant Director General Rugby World Cup and Special Venues

Appointed on 1 July 2002

SES Level 6

Remuneration as at 30 June 2003: \$262,000

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

Mr Adby has successfully met the performance criteria contained in his performance agreement including the finalisation of issues around the Olympic and Paralympic Games. A major contribution was made to the coordination of the State's involvement in Rugby World Cup 2003.

Significant achievements in 2002–03 included:

- settlement of a number of sensitive commercial negotiations arising from the Sydney 2000 Olympic and Paralympic Games
- development of coordination plans for government support services for the 2003 Rugby World Cup including support for the Rugby World Cup Taskforce
- development of a *City Festivities Program* for the involvement and enjoyment of the wider community to coincide with the Rugby World Cup 2003. Negotiation of agreements with the City of Sydney, Australian Rugby Union, sponsors, promotion and marketing entities in respect of this program
- establishing the Major Events Board and providing support services for Board meetings
- charring project control group meetings for the re-development of the Newcastle Energy Australia Stadium. Re-development works commenced September 2003
- overseeing consultancy on review of a Major Events Strategy for the NSW government. Phase 1 of the review included observations and comments on the current status of the industry received by government in December 2002
- establishing and charring Sydney-Beijing 2008 Secretariat with the objective of supporting Australia industry in seeking opportunities from China's successful bid for the 2008 Games.

In summary, Mr Adby's leadership and direction of the state's contribution to Rugby World Cup 2003, assistance to the Major Events Board, and the wind-up of Olympic and Paralympic issues was of superior standard.

Mr Alan Marsh
Executive Director, Rugby World Cup

Appointed on 1 July 2002

SES Level 6

Remuneration as at 30 June 2003: \$236,000

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

Mr Marsh has successfully met the performance criteria contained in his performance agreement including the finalisation of issues around the staging of the Rugby World Cup in 2003 and the state's involvement.

Specific achievements in 2002–03 included:

- development of the coordination plans for the provision of government services and support essential for the staging of Rugby World Cup 2003 (RWC 2003)
- servicing the NSW Government RWC 2003 Taskforce established to oversee the coordination of government support for the tournament and to maximise leveraging opportunities presented by the RWC 2003
- representation on the six working parties and five precinct coordination groups established under the auspices of the RWC 2003 taskforce to undertake the detailed functional and precinct planning
- commencing development of NSW Government RWC 2003 Communications Protocol and tournament time liaison
- representing NSW on the Commonwealth Government Major Events Coordination Committee established to oversee Commonwealth agency support of RWC 2003 and coordination with states
- ongoing liaison and negotiation with the Australian Rugby Union as the organiser of Rugby World Cup 2003 on the provision and coordination of government support and services required for staging the tournament.

In summary, Mr Marsh's efforts in supporting the significant role for Premier's Department in the negotiations and implementation plans over Rugby World Cup was at a very high level.

Appendix 4: Statement of responsibility

Credit card use

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

Appendix 5: Human resource statistics

Staff profile

Classification and Grade	2002-2003			2001-2002			2000-2001		
	TOTAL STAFF	Men	Women	TOTAL STAFF	Men	Women	TOTAL STAFF	Men	Women
<\$28,710	1	0	1	12	2	10	5	0	5
CO Grade 1- A&C Grade 1 (\$28,710-\$37,708)	4	2	2	43	38	5	48	43	5
A&C Grade 1- A&C Grade 2 (\$37,709-\$42,256)	16	5	11	13	2	11	21	3	18
A&C Grade 3- A&C Grade 5 (\$42,257-\$53,345)	72	16	56	60	13	47	61	12	49
A&C Grade 6- A&C Grade 9 (\$53,346-\$68,985)	126	60	66	84	26	58	86	27	59
A&C Grade 10- A&C Grade 12 (\$68,986-\$86,231)	81	24	57	117	42	75	110	43	67
>\$68,231 (non SES)	71	39	32	32	21	11	31	19	11
>\$86,231 (SES)	28	21	7	23	15	8	23	17	7
TOTAL	399	167	232	384	159	225	385	164	221

Appendix 6: Overseas visits

22 May—6 June 2003

Sarah Bradshaw Fiji

Government Civil Service Reform Project (AusAID)

12—31 May 2003

Brad Fitzmaurice Fiji

Deliver workshop, Government Ministers and Permanent Secretaries/ Technical Assistance related to Civil Service Reform Project, (AusAID)

9—16 May 2003

Chris Bastic Madrid, Spain

To attend Sport Accord Conference and promote NSW as an event and tourist destination.

29 March—2 April 2003

Robert Adby Beijing, China

To attend meetings with Austrade, Beijing Municipal Government, officials of Olympic Coordination Commission and BOCOG.

8—20 February 2003

Governor, Sir Nicholas Shehadie, Brian Davies Vietnam and Hong Kong

Official visit to Vietnam and Hong Kong

9—18 November 2002

Governor, Sir Nicholas Shehadie, Brian Davies, Vivienne Skinner Shanghai

International Arts Festival

25 November—7 December 2002

Brad Fitzmaurice Fiji

Government Civil Service Reform Project (AusAID)

20—25 November 2002

Alan Marsh Colorado Springs, USA

To attend three-day General Assembly of Sporting Federations.

8—11 October 2002

Robert Adby Beijing, China

To hold discussions with Price Waterhouse Coopers and officials of the Beijing Municipal Government and the Beijing Organising Committee for the 2008 Olympic Games.

15—19 July 2002

Brad Fitzmaurice Fiji

Government Civil Service Reform Project (AusAID)

Appendix 7: Exceptional movements in employee wages, salaries or allowances

A salary increase of 4 per cent effective 1 January 2003 was paid to clerical officers and senior officers in accordance with the Crown Employees (Public Service Conditions of Employment) Award 1997. The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase of 4.3 per cent for SES officers, effective October 2002.

Appendix 8: Industrial relations policies and practices

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

Appendix 9: Value of recreation and long service leave

As at June 30 2003, the value of accrued recreation leave was \$5.437 million and long service leave \$10.254 million.

Appendix 10: Occupational health and safety

The Occupational Health and Safety Committee was established in September 2002 to comply with the guidelines outlined in the WorkCover NSW Health and Safety Code of Practice 2001.

Committee members developed a risk assessment matrix based on the experience and knowledge of the department's incident/accident statistics and workers compensation cases. This identified four areas—ergonomic environment, motor vehicle safety, manual handling and safety and security in offices—as the principal areas to be addressed.

The matrix was submitted to the Joint Consultative Committee for consideration and a number of OH&S awareness and improvement programs were subsequently implemented.

Among the measures was an emergency procedures training program for wardens and chief wardens to become familiar with evacuation procedures, fire extinguishers, reels and fire awareness issues. The Voluntary Influenza Vaccination Program was offered again to staff, the department's injury management procedures continued to be closely monitored, and new staff were alerted to OH&S issues during induction programs.

The Employee Assistance Program continues to be provided to employees through a contract with Davidson-Trahaire.

The OH&S committee also identified the physical and asset security of regional offices as a matter to be addressed and this has begun with a preventative assessment of the Redfern-Waterloo office.

Appendix 11: Equal Employment Opportunity (EEO)

The Premier's Department 2002–2003 EEO achievements and 2002–2003 priorities in relation to the *EEO Outcomes Framework* are:

OUTCOME 1: Sound information base

2002–2003 achievements

- The department's EEO Management Plan was reviewed and priorities revised.
- EEO statistical data from the Workforce Profile was analysed and two EEO groups—people whose first language was other than English and people with a disability—were identified as the groups whose representation of in the department's workforce should be increased.
- The 2001 organisational Climate Survey results were used to support organisational development strategies and projects.

2003–2004 priorities

- EEO statistical data and Workforce Profile data will be analysed and used in EEO planning.
- EEO issues raised through the Joint Consultative Committee and the Equity and Diversity Consultative Committee will be referred to the Board of Management for appropriate action.
- The third biannual staff Climate Survey will be conducted.

OUTCOME 2: Employee views are heard

2002–2003 achievements

- The department's Equity and Diversity Consultative Committee met regularly and continued to involve staff across the department in developing and monitoring equity initiatives e.g. Disability Action Plan, Spokeswomen's Program.
- Two staff, nominated through an open process, attended monthly Board of Management meetings to observe the Board's decision-making process.
- A range of staff issues were canvassed through regular meetings of the Joint Consultative Committee.

2003–2004 priorities

- A working party of staff from across the department will oversee the design and conduct of the 2003 Climate Survey in collaboration with the Equity and Diversity Consultative Committee.
- Continue to nominate two staff observers on the Board of Management.
- Continue to canvass staff issues through the Joint Consultative Committee process.

OUTCOME 3: EEO outcomes included in agency planning

2002–2003 achievements

- EEO accountabilities were included in business plans, Chief Executive Officer (CEO) and Senior Executive Service (SES) performance agreements, and supervisor and staff work plans.
- EEO accountabilities were included in the revised Corporate Framework and integrated consistently into core business with performance indicators evident in all work unit business plans.

2003–2004 priorities

- EEO outcomes are integrated into core business through appropriate and specific EEO accountabilities included in business plans, CEO and SES performance agreements, and supervisor and relevant staff work plans.

OUTCOME 4: Fair policies and procedures

2002–2003 achievements

- Public sector leadership continued to be demonstrated by implementing a best practice Flexible Work Hours Agreement.
- Flexible work practices available to staff included part-time work, job sharing, and working from home on regular and occasional bases.
- Staff in the central business district continued to have access to a Family Room and a Retreat Room.
- In partnership with NSW Treasury and the NSW Department of State and Regional Development, a Career Mobility Program was introduced to promote collegiate learning and career progression through facilitated staff exchanges and placements of up to six months in duration.

2003–2004 priorities

- A range of flexible work arrangements—job sharing, part-time work, flexible work hours, working from home on a regular or occasional basis—will continue to be available and promoted and uptake rates monitored.

- Work will continue towards identifying and removing perceived and structural barriers to skill development and career progression. Strategies include implementing job evaluation procedures as necessary, promoting the learning agreement element of the performance management system, conducting career planning programs and implementing a policy on filling short term vacancies.

OUTCOME 5: Needs-based programs for EEO groups

2002–2003 achievements

- The department's Aboriginal staff network was supported by the Equity and Diversity Consultative Committee.
- Under the department's Scholarships Program guidelines, two of four corporate scholarships to the Public Sector Management Program and one of the two Executive Development Program (EDP) scholarships were allocated for female staff. This year both EDP scholarships were awarded to women. The department also established this year, two scholarships to the Australia and New Zealand School of Government program and both of these were won on merit by female staff.
- A Disability Action Plan was implemented and two traineeships for young people with a disability were established.
- EEO group members were provided with equitable access to learning and development opportunities through application of the department's equity-based learning and development budget allocation formula.

2003–2004 priorities

- Traineeships, internships, student placement and work experience opportunities will continue to be offered.
- An Auslan sign language program will be introduced and conducted at least once per annum.
- A program of disability access audits will be conducted across various work locations.

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

2002–2003 achievements

- EEO accountabilities were specified in the performance agreements of the Director General, Deputy and Assistant Director Generals and directors and in the work plans or performance agreements of all supervisors.
- The EEO Management Plan was available on the department's intranet and key performance indicators notified to work units as part of the business plan template.

- EEO principles and the *EEO Outcomes Framework* were promoted through the Induction Program.
- Implementation of the EEO Management Plan was monitored and reported on by the Equity and Diversity Consultative Committee.

2003–2004 priorities

- EEO accountabilities will continue to be specified in the performance agreements of the Director General, Deputy and Assistant Directors General and directors and supervisors' work plans.
- An online induction program will be developed and accessible on the department's intranet for all staff.
- The department's face-to-face Induction Program will be revised to strengthen and better integrate EEO information as part of the department's suite of equity and diversity initiatives.
- The current EEO policy and EEO Management Plan will be available on the department's intranet.

OUTCOME 7: A workplace culture displaying fair practices and behaviours

2002–2003 achievements

- A review of the Code of Conduct was finalised in consultation with staff and the revised Code of Conduct issued and promoted.
- Action plans were implemented in business units to address issues raised in 2001 Climate Survey.
- Two training programs were conducted for 24 current and newly recruited grievance contact officers.
- Staff recruited during the year were made aware of their rights and obligations, the department's corporate framework, expected standards of conduct, performance management system, learning and development strategies, flexible work arrangements and staff benefits through the Induction Program, which was conducted four times during 2002–03.

2003–2004 priorities

- The third biannual Climate Survey will be conducted to assess staff perceptions of workplace culture, and action plans will be established in business units to address issues raised.
- A review of the Grievance Policy and Procedures and the Prevention of Harassment Policy, commenced in early 2003, will be completed. Revised procedures will be issued and promoted.
- An equity and diversity awareness program for managers and supervisors will be conducted.
- Days of significance for EEO groups will be celebrated throughout the year.

OUTCOME 8: Improved employment access and participation by EEO groups

2002–2003 achievements

- The department's support strategies for regionally-located trainees and their supervisors were reviewed and feedback provided to the Department of Education and Training regarding improving support mechanisms for employers and trainees.
- The representation in the department's workforce of people with a disability and people with a disability requiring a work-related adjustment were maintained at 8 per cent and 3.9 per cent respectively (government targets are 12 per cent and 7 per cent respectively).
- The representation in the department's workforce of people whose first language is other than English increased slightly from 11 per cent in 2001–02 to 12 per cent (government benchmark is 20 per cent).

2003–2004 priorities

- The department's recruitment and selection guidelines and procedures will be revised and strengthened, which will include implementing the recently published training program on merit selection.
- Strategies to attract more applicants whose first language is other than English will be developed.
- The department will continue to offer traineeships for young people in our regional offices and for people with a disability.

OUTCOME 9: A diverse and skilled workforce

2002–2003 achievements

- The distribution of all EEO groups across salary levels in the department compared favourably with those in the public sector in general, though women continue to be under-represented in the senior ranks.
- The representation of women in Premier's workforce is now 58 per cent, 1 per cent less than in 2001–02 but this remains well above the government target of 50 per cent.
- The representation of Aboriginal and Torres Strait Islander people, though slightly decreased compared to 2001–02, was maintained as well above the target of 2 per cent at 3.2 per cent.

2003–2004 priorities

- The Equity and Diversity Consultative Committee will continue to identify strategies to increase representation of people whose first language spoken as a child was other than English, people with a disability, and people with a disability requiring work-related adjustment. Strategies will also continue to be developed to increase the representation of women in the senior officer and SES ranks.
- A succession plan will be developed and implementation of agreed strategies commenced.
- The department's Scholarships Program will be expanded to incorporate more scholarships to programs focusing on public service executive and leadership development.
- The Career Mobility Scheme will be particularly promoted to women, staff whose first language was other than English and staff with a disability.
- The Department's Spokeswomen's Program will be revitalised and spokeswomen will be proactively supported by the Women's Liaison Officer and the Equity and Diversity Consultative Committee.

Staff numbers by level

Level	Number								
	Total Staff	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Workrelated Adjustment
<\$28,710	1	1	0	1	0	0	0	1	1
\$28,710-\$37,708	4	3	2	2	0	0	0	1	1
\$37,709-\$42,156	16	13	5	11	0	2	2	2	1
\$42,157-\$53,345	72	49	16	56	1	5	5	1	0
\$53,346-\$68,985	126	82	60	66	4	9	9	3	2
\$68,986-\$86,231	81	68	24	57	3	10	10	11	5
>\$86,231 (non SES)	71	48	39	32	1	7	7	6	2
>\$86,231 (SES)	28	10	21	7	0	0	0	0	0
Total	399	274	167	232	9	33	33	25	12

Parliamentary annual report tables

A. Trends in the representation of EEO groups

EEO Group	% of Total Staff				
	Benchmark or Target	2000	2001	2002	2003
Women	50	55	57	59	58
Aboriginal people and Torres Strait Islanders	2	1.2	1.7	3.9	3
People whose first language was not English	20	10	9	11	12
People with a disability	12	6	7	8	8
People with a disability requiring work-related adjustment	7	2.5	2.1	3.6	4

B. Trends in the distribution of EEO groups

EEO Group	Distribution Index				
	Benchmark or Target	2000	2001	2002	2003
Women	100	103	102	103	92
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People whose first language was not English	100	102	105	110	101
People with a disability	100	111	111	103	102
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

Notes:

1. Staff numbers are as at 30 June. 2. Excludes casual staff. 3. 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. The Distribution Index is automatically calculated by the software provided by ODEOPE. 4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

Appendix 12: Ethnic Affairs Action Plan

Social Justice

2002–2003 Outcomes

Representation of people from diverse ethnic backgrounds has continued on key forums, including the Regional Communities Consultative Council, the Canterbury–Bankstown Project Reference Group, many local Community Drug Action Teams and the newly established Community Solutions and Crime Prevention Task Forces.

The needs of people from diverse backgrounds are addressed in programs such as the Regional Coordination Program, Drugs and Community Action Strategy, Community Drug Information Strategy, Strengthening Local Communities Strategy, and through involvement in key initiatives such as the Cabramatta Multicultural Drug Education Program.

The Community Solutions and Crime Prevention Strategy also funded a number of projects in priority locations such as the Illawarra region and Canterbury–Bankstown area. These included:

- a three-year funded project targeting young people from culturally diverse backgrounds who live in Cringila and surrounding suburbs in the Illawarra. The project addresses crime and offers crime prevention initiatives through arts and drama-based activities.
- a Community Safety Coordination project for people from a non-English speaking background. The aim of the project is to increase safety amongst diverse ethnic communities in Warrawong–Berkeley and the Wollongong area. The project will be funded over a three-year period.
- production of a video and resource kit to help Vietnamese parents in the Canterbury–Bankstown area to deal with young people using illicit drugs.
- community education strategies to promote understanding of education and employment options amongst parents and students in the Canterbury–Bankstown area. This three-year funded project targets various communities including Arabic, Pacific Islander, and Vietnamese communities.

2003–2004 Plans

The Strategic Projects Division of Premier's Department will continue to promote social justice by:

- advising on best practice in community engagement
- chairing community stakeholder meetings in a range of locations across NSW
- managing whole-of-government Place Projects on behalf of the NSW government
- working closely with the Human Services CEOs cluster group

- providing advice and funding small grants to assist with capacity building in the non-government sector
- engaging the NSW public sector in integrating and balancing social, economic and environmental concerns in communities
- implementing the Community Solutions and Crime Prevention Strategy and Community Solutions Fund.

Community Harmony

2002–2003 Outcomes

The **youth partnership with Arabic-speaking communities** is a whole-of-government and whole-of-community strategy that promotes the well being of young people at risk of disengaging from education, family and community life. The strategy has reached over 7600 young people from an Arabic-speaking background through initiatives such as:

- five major education programs covering over 23 schools and 4000 young people in the Liverpool, Bankstown, St George and Granville districts. Under the Gateways case management program 62 mentors have been trained to support young people at risk of being suspended or disengaged from education.
- five Youth Liaison Teams who have made contact with over 2000 young people helping to reduce risk-taking and anti-social behaviour.
- a comprehensive parenting education strategy and the distribution of more than 25 000 bilingual magazines promoting positive parenting. The Parent Education Network has conducted more than 60 home-based information sessions reaching more than 400 parents.
- the involvement of young people in the Partnership's Implementation Committee, the Youth Reference Group and the *Shifa* Leadership Program. This last initiative is an innovative mentoring program which delivers youth leadership training to young people.
- five Police and Community Youth Clubs that provide regular sport and recreation activities for young people from Arabic-speaking backgrounds in Sydney.
- an active communication and community consultation strategy that combines regular community forums, bilingual information sheets and newsletters, and a bilingual website.

The **Cabramatta Place Project** oversees the local implementation of the Cabramatta Anti-Drug Strategy. Initiatives include:

- CityWatch—a forum that brings together local business, police and the community to develop local solutions to local crime.
- various events such as the Moon, Drum, Hot Chilli and Seafood Festivals, which help promote the richness and diversity of Cabramatta life.

- a new Tourism Plan developed for Cabramatta and led by Fairfield City Council. The plan builds upon and enhances existing tourism initiatives.

The **Canterbury–Bankstown Place Project** manages the implementation of Community Solutions initiatives which combine whole-of-government and whole-of-community strategies. These initiatives include:

- the appointment of a coordinator to the **Communities Roundtable** and consultations with service providers and community leaders. Inter-generational and cross-cultural mentoring and training, community leadership development and community events were held and positive media strategies were developed.
- **Community Harmony** projects such as:
 - media skills workshops for young community leaders which included dealing with the media on sensitive issues
 - production of a Community Harmony Kit and a series of workshops held to introduce the kit in the Canterbury-Bankstown area
 - the creation of a poster, brochure and photo-text exposition, *Ten Stories*, by Bankstown's indigenous, refugee, Anglo and migrant communities. The artworks were displayed at several public places in the area.
- **Career Education (Part 1)**—Information on careers in 'Metals and Engineering' was identified as a gap in secondary schools' vocational training. Liaison occurred with industry and schools in Bankstown and supplementary funding was secured to fill the gap.
- **Career Education (Part 2)**—Careers in community services such as health, social services and juvenile justice were promoted to young people of non-English speaking backgrounds.
- **Multicultural Sport and Recreation for All**—A number of initiatives were undertaken with children, young people and families from diverse cultural backgrounds in order to increase participation in sport and recreation. These included:
 - a variety of vacation programs
 - a family picnic day with the Lebanese community
 - soccer clinics at Chester Hill, Bass Hill and Picnic Point during Youth Week
 - a twelve-month sports activities program in Canterbury
 - partnerships across Canterbury–Bankstown between Premier's Department, Department of Sport and Recreation, Canterbury and Bankstown Councils, youth centres, Bulldogs Rugby League Football Club and NSW Rugby Union.
- the development of a **Vietnamese Parenting Video** and resource kit in partnership with Cabramatta anti-drug strategy to support parents working with drug-addicted young people.
- the targeting of **family and community** violence via coordinated service provision, multicultural education strategies, bilingual casework and developmental programs for women, children and families.
- the **Pacific Islander Student and Family Project** which promotes the wellbeing and educational outcomes of at-risk Pacific Islander students in Years 5–9 across a number of schools in Canterbury–Bankstown.

Community Harmony

2003–2004 plans

Youth partnership with Arabic speaking communities

Most Partnership projects are funded until June 2004. A key priority is to ensure that these programs continue to develop and deliver their intended outcomes throughout the coming financial year. Additional priorities include:

- two new initiatives that target primary schools—Homework Plus Primary and a sport and recreation program designed to develop self-esteem and social skills through role modelling, leadership training and participation in activities with a range of community agencies.
- the Intensive Family-based Support Service, led by the NSW Department of Community Services, which will provide an intensive support and counselling service for families with complex needs and in crisis.
- a Community Trust to support the Partnership's long term sustainability. Once established, the Trust will provide the community with an opportunity to contribute financially to the Partnership and to continue some of the Partnership's initiatives when the project concludes operations in June 2004.
- evaluation of the Youth Partnership with Arabic Speaking Communities initiative and development of a sustainable proposal to continue to actively promote the wellbeing of Arabic-speaking young people in NSW.

Cabramatta Place Project

In 2003–04 there will be an evaluation of the CityWatch program, including assessing the impact on police–community relations and effective strategies for community participation.

Further opportunities for community cultural development activities will be sought. The Cabramatta Stories project will work with local young people to address some of the negative media perceptions which Cabramatta residents face.

The new Tourism Plan for Cabramatta is intended both as a means of promoting community harmony, and as a means of stimulating economic growth.

There will be a pilot skills recognition project for local restaurant workers (Asian Cookery), through a partnership between TAFE NSW South Western Sydney Institute, Premier's Department and Fairfield

City Council. Other means of increasing education, training and employment opportunities for local young people and people of non-English speaking background will also be sought.

Canterbury–Bankstown Place Project

Priorities for this project in 2003–2004 include developing terms of reference, a structure and strategies for the Communities Roundtable, and convening the Roundtable.

Workshops will be conducted on the Community Harmony Kit and under Part 1 of the Career Education program, work experience for 300 students will be arranged. Thirty apprenticeships will be offered by February 2004 as part of this program, and three promotional forums conducted. A strategy for sustainability and transition will also be developed.

Careers in human services and culturally diverse communities will be promoted under Part 2 of the Career Education program.

A culturally appropriate communication strategy will be devised and training for Arabic small business operators offered via the NESB Small Business Network and Training.

The pilot project on NESB Small Business Training and Enterprise Development was successful and supplementary funding has been secured. Training and mentoring on small business will be offered to unemployed women and youth from Arabic-speaking and other NESB communities.

Cross-Cultural Youth Peer Mentoring will continue working with culturally diverse young people in Canterbury–Bankstown to increase harmony between the subcultures in the area.

In collaboration with NSW Rugby Union, Australia Rugby Union, Community Relations Commission, Department of Education and Training and other organisations, a set of initiatives has been discussed and planned for linking Rugby World Cup with celebrating Pacific Island cultures in Australia. Activities will be completed by the final of the Rugby World Cup.

In relation to Family and Community Violence, work on policies, procedures and a memorandum of understanding will commence in August 2003. Other priorities are:

- evaluation research by University of Western Sydney by the end of 2003
- case management service delivery
- a Culturally and Linguistically Diverse communication campaign
- ongoing coordination of service responses.

Recruitment of a coordinator and case worker are priorities for the Pacific Islander Student and Family Project along with development of an appropriate response to needs.

Appendix 13: Disability Action Plan

The first Disability Action Plan 2000–2002 in the Premier's Department was developed in accordance with Section 9 of the *NSW Disability Services Act 1993* No 3. A new plan for 2003–2006 was developed earlier this year. The plan outlines the department's commitment to:

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

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

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

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

Access

It is standard practice to provide physical access to Premier's Department work locations and to public events organised by the department.

Access to people with disabilities is addressed in the following ways:

- Electronic mail broadcasts to all staff are the preferred mode of information distribution as this improves information access for staff who are deaf or hearing impaired
- Equipment such as portable ramps, hearing loops, etc. are available to the department and other NSW government agencies through the Office of the Director of Equal Opportunity in Public Employment (ODEOPE)
- Wherever possible the department tries to ensure its premises are accessible
- A disability parking space outside Bligh House is available for people with mobility parking permits.

Employment

- Premier's Department saw a significant increase in employment of people with disabilities. On 30 June 2003, 8 per cent of staff had identified as having a disability under the broad definition used when collecting equal employment opportunity (EEO) data.

- The percentage of staff who identified as having a disability requiring a work-related adjustment was 3.9 per cent.
- In 2002, the department employed two trainees with disabilities. This year both were appointed as permanent staff after the successful completion of their traineeships.
- The Workforce Management Centre has special procedures for displaced employees with a disability.
- An introductory course to Auslan (Australian Sign Language) is planned for early in the new financial year.
- An Adjustment Policy for employees with disabilities is included in the department's manual and on the intranet.
- Appropriate workplace adjustments are made for individual employees with a disability, including special equipment, job design, access, training and development.
- Flexible work arrangements for people with disabilities are available through the department's Flexible Work Hours Agreement.

Services

- The Premier's Department website at www.premiers.nsw.gov.au is being progressively improved for access to people who are blind, vision impaired or print disabled.
- Employment equity information is provided by ODEOPE to other government departments in appropriate formats and media for employees with disabilities.
- The department's website communitybuilders.nsw.gov.au was audited by the Royal Blind society and is also being progressively improved for accessibility. It includes information and resources about adaptive technology and hyperlinks to related sites for people with disabilities.
- The department's intranet is undergoing development to improve usability and accessibility. The new intranet is to be launched later this year.

Appendix 14: Action Plan for Women

The Premier's Department continued its collaboration with the Department for Women to ensure positive outcomes for women in the development of policies and the provision of services.

There are 26 projects encompassing a range of initiatives, including community strengthening, small business training and Aboriginal programs. Three projects were coordinated by the Public Sector Management Office (now the Public Employment Office) with the remainder coordinated by the Strategic Projects Division.

Public Sector Management Office

- Management Development Program for Aboriginal People in the public sector
- Compulsory employer superannuation contributions on paid maternity leave
- NSW Spokeswomen's Program

Strategic Projects Division

- Green Valley Domestic Violence Team
- Miller Early Childhood Sustained Home Visiting Team
- NESB Small Business Training and Enterprise Development
- Multicultural Sport and Recreation for all (Department of Sport and Recreation)
- Family and Community Violence Initiative
- Women's Refuge Partnership
- Domestic Violence Intensive Case Management Team
- Family Violence Response & Support Strategy managed by DOCS
- Aboriginal Women's Safe Space managed by DOCS
- Domestic Violence Victims Support Program
- Family Sessional Support Groups
- Video/Resource Kit for Families—Vietnamese Women's Association
- Learning Circle for Lone Parents
- Improve Community Safety for Muslim Women's Association
- Service model for youth at risk (includes sex workers and homeless youth) managed by the Department of Community Services
- Mangrove Mountain Place Management Program
- Drug Rape Project
- Drink spiking campaign
- Alcohol Issues for Women—Blue Mountains
- Aboriginal Women's Alliance
- Shifa Youth Leadership Program (Camp and Community Project)
- Bailey's Place Youth Service
- Social Capital Survey for Older Women's Network on the *communitybuilders* discussion forum

A number of initiatives were undertaken by the Director of Equal Opportunity in Public Employment and are included in their sections of the Annual Report.

Appendix 15: Freedom of Information

During 2002–2003, the Premier's Department processed 36 Freedom of Information applications, compared with 46 in 2001–02. There were 4 applications brought forward from 2001–2002. Of the thirty-six applications received by the Premier's Department:

- eight applications were withdrawn
- ten applications were granted in full
- ten applications were granted in part
- six applications were refused, five applications were refused on the basis that the documents requested were not held, while one application was refused on the basis that the Premier's Department declined to further consider this application in accordance with s.22 of the *Freedom of Information Act 1989* (FOI Act).
- two applications were transferred to another agency.

During 2002–2003 compliance with the provisions of the FOI Act had no significant impact on the administration of the Premier's Department.

There were no applications for any Internal Reviews lodged with the Premier's Department during this reporting period.

There were two FOI matters before the Administrative Decisions Tribunal ("ADT") at the end of the previous reporting period that were carried over into the 2002–2003 reporting period. These matters have now been satisfactorily concluded.

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

Section A: Number of new FOI Requests from 1/7/02 to 30/6/03

FOI Requests	Personal	Other	TOTAL	Personal 2001–02	Other 2001–02	TOTAL 2001–02
New (inc 6 transferred in)	1	31	32	2	44	46
Brought forward from 2001–02	1	3	4	0	0	0
Total to be processed	2	34	36	2	44	46
Completed	2	24	26	1	30	31
Transferred out	0	2	2	0	2	2
Withdrawn	0	8	8	1	6	7
Total finalised	2	34	36	2	38	40
Before ADT	0	0	0	0	2	2
Unfinished (carried forward)	0	0	0	0	4	4
Total	2	34	36	2	44	46

Section B: What happened to the 26 completed requests

Result of FOI request	Personal	Other	TOTAL	Personal 2001–02	Other 2001–02	TOTAL 2001–02
Granted in full	2	8	10	0	10	10
Granted in part	0	10	10	1	7	8
Refused*	0	6	6	0	13	13
Deferred	0	0	0	0	0	0
Completed	2	24	26	1	30	31

* Documents not held by Department (5) and deposit not paid by applicant (1).

Section C: Ministerial Certificates

There were no Ministerial Certificates issued during this reporting period.

Section D: Formal Consultations

Number of requests requiring formal consultations – seven.

	Personal	Other	Personal 2001–02	Other 2001–02
Formal Consultations	1	6	1	4

Section E: Amendment of personal records

There were no requests for amendments of personal records.

Section F: Notation of personal records

There were no requests for notation of personal records.

Section G - FOI Applications granted in part or refused

Basis for refusing access: (six applications refused, ten granted in part)

Basis for partial access or refusal	Personal	Other	Total	Personal 2001–02	Other 2001–02
S19 (incomplete, wrongly addressed)	0	0	0	0	0
S22 (deposit not paid)	0	1	1	0	0
S25(1)(a1) (diversion of resources)	0	0	0	0	0
S25(1)(a) (exempt)	0	13	13	0	3
S25(1)(b), (c), (d) (info otherwise available)	0	0	0	0	0
S28(1)(b) (docs not held)	0	5	5	0	10
S24(2) (exceed 21 day limit, deemed refusal)	0	0	0	0	0
S31(4) (released to Medical Practitioner)	0	0	0	0	0

Note: The figures in this section need not reconcile with the figures in Section B because more than one reason may be cited for refusing access or partially allowing FOI requests. For example, a Determination may simultaneously allow access in full to some documents, claim an exemption over other documents and refuse other segments of the same FOI application on the basis that certain documents are not held.

Section H: Costs and fees of requests processed

	Assessed Costs	FOI fees received	Assessed Costs 2001-02	FOI fees received 2001-02
All completed requests	\$2650	\$2650	\$2490	\$1860

Section I: Discounts allowed

Type of discounts allowed	Personal 2002-03	Other 2002-03	Personal 2001-02	Other 2001-02
Public interest	0	0	0	0
Financial hardship – pensioner/child	0	0	0	0
Financial hardship – non profit org	0	0	0	0
Totals	0	0	0	0
Significant corrections to personal records	0	0	0	0

Section J: Days to process, by completed application (for all requests in 2002-03, and for all requests in 2001-02 except those before ADT and carried over to 2002-03)

Elapsed Time	Personal	Other	Total	Personal 2001-02	Other 2001-02	Total 2001-02
0-21 days	1	4	5	2	16	18
22-35 days	1	4	5	0	10	10
Over 35 days	0	16	16	0	12	12
TOTALS	2	24	26	2	38	40

Section K: Processing time, by 26 completed applications

Processing hours	Personal	Other	Personal 2001-02	Other 2001-02
0-10 hours	1	11	2	10
11-20 hours	1	7	0	13
21-40 hours	0	4	0	10
Over 40 hours	0	2	0	5
TOTALS	2	24	2	38

Section L: Reviews and Appeals, by application

Reviews and Appeals	2002-03	2001-02
Number of Internal Reviews finalised	0	6
Number of Ombudsman Reviews finalised	0	1
Number of District Court/ADT appeals lodged	0	2
Number of District Court/ADT appeals finalised	2	0

Details of Internal Review results

Basis of Internal Review	Personal				Other			
	Upheld	Varied	Upheld	Varied	Upheld	Varied	Upheld	Varied
Grounds on which Internal Review was requested.	2002-03	2001-02	2002-03	2001-02	2002-03	2001-02	2002-03	2001-02
Access refused	0	0	0	0	0	1	0	2
Deferred	0	0	0	0	0	0	0	0
Exempt matter	0	0	0	0	0	3	0	0
Unreasonable charges	0	0	0	0	0	0	0	0
Charge unreasonably incurred	0	0	0	0	0	0	0	0
Amendment refused	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	4	0	2

FOI Applications lodged with Ministers' offices

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

During 2002-2003, Ministers' offices dealt with thirty-nine FOI applications. Of the thirty-nine applications dealt with by Ministers' offices:

- five were transferred
- eight were withdrawn
- fifteen were granted in full
- three were granted in part
- eight were refused, all on the basis that documents were not held.

Ministers that dealt with FOI applications in 2002-2003 are designated by bracketed code letters, as below:

- Premier, Minister for Citizenship and Minister for the Arts (p)
- Deputy Premier, Minister for Education and Training, Minister for Aboriginal Affairs (e)
- Treasurer, Minister for State Development and Vice President of the Executive Council (t)
- Special Minister of State, Minister for Commerce, Minister for Industrial Relations, Assistant Treasurer and Minister for the Central Coast (s)

- Minister for Infrastructure and Planning, Minister for Natural Resources (i)
- Attorney-General, Minister for the Environment (a)
- Minister for Roads, Minister for Housing, Leader of the House (r)
- Minister for Police (pol)
- Minister for Energy and Utilities, Minister for Science and Medical Research, Minister Assisting the Minister for Health (Cancer) and Minister Assisting the Premier on the Arts (u)
- Minister for Tourism, Minister for Sport and Recreation, Minister for Women (w)
- Minister for Rural Affairs, Minister for Local Government, Minister for Emergency Services and Minister Assisting the Minister for Natural Resources (Lands) (l)
- Minister for Agriculture and Minister for Fisheries (f)
- Minister for Gaming and Racing (g).

Section A: Number of new FOI requests – Ministers' offices

FOI Requests	Personal	Other	TOTAL
New (inc transferred in)	2 (s), 2 (a), 1 (l)	4 (p), 1 (e), 4 (t), 1 (s), 3 (i), 4 (a), 3 (r), 2 (pol), 1 (u), 2 (w), 2 (l), 2 (f), 2 (g)	4 (p), 1 (e), 4 (t), 3 (s), 3 (i), 6 (a), 3 (r), 2 (pol), 1 (u), 2 (w), 3 (l), 2 (f), 2 (g)
Brought forward from 2001–02	0	1 (r), 1 (pol), 1 (t)	1 (r), 1 (pol), 1 (t)
Total to be processed	2 (s), 2 (a), 1 (l)	4 (p), 1 (e), 5 (t), 1 (s), 3 (i), 4 (a), 4 (r), 3 (pol), 1 (u), 2 (w), 2 (l), 2 (f), 2 (g)	4 (p), 1 (e), 5 (t), 3 (s), 3 (i), 6 (a), 4 (r), 3 (pol), 1 (u), 2 (w), 3 (l), 2 (f), 2 (g)
Completed	2 (s), 1 (l)	3 (p), 1 (e), 3 (t), 1 (s), 3 (i), 2 (a), 3 (r), 2 (pol), 1 (u), 1 (w), 1 (f), 2 (g)	3 (p), 1 (e), 3 (t), 3 (s), 3 (i), 2 (a), 3 (r), 2 (pol), 1 (u), 1 (w), 1 (l), 1 (f), 2 (g)
Transferred out		1 (t), 1 (w), 2 (l), 1 (f)	1 (t), 1 (w), 2 (l), 1 (f)
Withdrawn	2 (a)	1 (p), 1 (r), 1 (t), 1 (pol), 2 (a)	1 (p), 1 (r), 1 (t), 1 (pol), 4 (a)
Total processed	2 (s), 2 (a), 1 (l)	4 (p), 1 (e), 5 (t), 1 (s), 3 (i), 4 (a), 4 (r), 3 (pol), 1 (u), 2 (w), 2 (l), 2 (f), 2 (g)	4 (p), 1 (e), 5 (t), 3 (s), 3 (i), 6 (a), 4 (r), 3 (pol), 1 (u), 2 (w), 3 (l), 2 (f), 2 (g)
Unfinished (carried forward)	0	0	0

Section B: What happened to completed requests – Ministers' offices

Result of FOI Request	Personal	Other
Granted in full	1 (s), 1 (l)	1 (p), 3 (i), 2 (a), 2 (r), 2 (pol), 1 (f), 2 (g)
Granted in part	1 (s)	1 (s), 1 (r)
Refused		2 (p), 1 (e), 3 (t), 1 (u), 1 (w)
Deferred		
Completed	2 (s), 1 (l)	3 (p), 1 (e), 3 (t), 1 (s), 3 (i), 2 (a), 3 (r), 2 (pol), 1 (u), 1 (w), 1 (f), 2 (g)

Section C: Ministerial Certificates issued – Ministers' offices

Nil

Section D: Formal Consultations – Ministers' offices

Number of requests requiring formal consultation: three

Section E: Requests for amendment of personal records – Ministers' offices

Nil

Section F: Requests for notation of personal records – Ministers' offices

Nil

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

Basis for partial access or refusal	Personal	Other
S19 (incomplete, wrongly addressed)		
S22 (deposit not paid)		
S25(1)(a1) (diversion of resources)		
S25(1)(a) (exempt)		
S25(1)(b), (c), (d) (info otherwise available)		
S28(1)(b) (docs not held)	1 (s)	2 (p), 1 (e), 3 (t), 1 (s), 1 (r), 1 (u), 1 (w)
S24(2) (exceed 21 day limit, deemed refusal)		
S31(4) (released to Medical Practitioner)		
TOTAL	1 (s)	2 (p), 1 (e), 3 (t), 1 (s), 1 (r), 1 (u), 1 (w)

Note – the total need not reconcile with the refused requests total as there may be more than one reason cited for refusing an individual request.

Section H: Costs and fees of requests processed – Ministers' offices 2002–03

	Assessed Costs	FOI fees received
All completed requests	\$90 (p), \$30 (e), \$90 (t), \$90 (s), \$90 (i), \$60 (a), \$90 (r), \$60 (pol), \$30 (u), \$30 (l), \$30 (w), \$30 (f), \$60 (g)	\$90 (p), \$30 (e), \$90 (t), \$90 (s), \$90 (i), \$60 (a), \$90 (r), \$60 (pol), \$15 (u), \$30 (l), \$30 (w), \$30 (f), \$60 (g)

Section I: Discounts allowed – Ministers' offices

Former Minister Yeadon permitted a fifty per cent discount to a non-profit organisation applying to his office.

Minister Scully refunded \$30 application fees on two occasions.

Section J: Days to process – Ministers' offices

Elapsed Time	Personal	Other
0 – 21 days	2 (s), 1 (l)	2 (p), 1 (e), 3 (t), 1 (s), 3 (i), 2 (a), 1 (u), 1 (w), 2 (g)
22 – 35 days		1 (r), 1 (pol), 1 (f)
Over 35 days		1 (p), 2 (r), 1 (pol)

Section K: Processing time, by application – Ministers' offices

Processing Hours	Personal	Other
0 – 10 hours	2 (s), 1 (l)	1 (e), 3 (t), 1 (s), 3 (i), 2 (a), 1 (r), 2 (pol), 1 (u), 1 (w), 1 (f), 1 (g)
11 – 20 hours		3 (p), 2 (r), 1 (g)
21 – 40 hours		
Over 40 hours		

Section L: Reviews and Appeals, by application – Ministers' offices

Reviews and Appeals	2002–03
Number of Internal Reviews finalised	N/a*
Number of Ombudsman Reviews finalised	N/a**
Number of District Court/ADT appeals lodged	2
Number of District Court/ADT appeals finalised	2

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

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

Statement of Affairs

Under section 14 of the *Freedom of Information Act 1989*, the Premier's Department is required to publish an annual Statement of Affairs, describing the structure and functions of the Premier's Department, how these functions affect the public, and how the public can participate in the department's policy development. Additionally, the Statement of Affairs requires the inclusion of the categories of departmental documents and how these can be accessed or amended by members of the public.

Structure and Functions

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

Effect of functions on members of the public

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

Public participation in policy development

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

Categories of documents held by the department

All policy documents of the Premier's Department are published in the Government Gazette and online every six months in the Summary of Affairs, as required under the FOI Act. A copy of the most recent Summary of Affairs can be obtained from the Government Gazette or by visiting www.premiers.nsw.gov.au

Categories of documents include:

- policy documents and correspondence including memoranda and circulars
- documents on internal administration of the department
- policy and planning documents which assist the Premier.

Accessing and amending departmental documents

Documents may be accessed in several ways, including free access via the internet at www.premiers.nsw.gov.au or by contacting the relevant departmental officer as shown in the Summary of Affairs, or alternatively by contacting the Manager FOI and Privacy.

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

Mr Simon Carroll
Manager FOI and Privacy
Premier's Department
Level 32
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000
Ph 02 9228 4441 (during office hours)
Fax 02 9228 4421

Applications to amend documents held by the Premier's Department relating to a person's own personal affairs may also be made to the Manager FOI and Privacy.

Publications

Strategic Projects Division

- *Arabic – English Parenting Magazine*
- Broken Hill Economic Development Review
- *Cabramatta Update* – Cabramatta Project newsletter; 1 publication, in three 3 languages (English, Vietnamese, Chinese) – January 2003
- *Community Wellbeing*—managing change growth and decline in country towns
- *Drug Action Spring 2002*—NSW Community Drug Strategies Newsletter – November 2002
- *Drug Action Summer 2003*—NSW Community Drug Strategies Newsletter – March 2003
- *Drug Action Winter/Autumn 2002* – NSW Community Drug Strategies Newsletter – September 2002
- *Drugs and Community Action Strategy and Community Drug Action Teams—Information Sheet* – May 2003
- *Drugs and Community Action Strategy and Community Drug Action Teams—Information Sheet* – November 2002
- *Drug Crime Diversion Information Sheet*—August 2002
- *Employee Volunteering Guide*—published only at <http://www.communitybuilders.nsw.gov.au/builder/volunteering/evg.html>
- *Family Matters: How to approach drug issues in your family* – community language information sheet versions in Bosnian, Chinese, Croatian, English, Khmer, Korean, Lao, Macedonian, Russian, Serbian, Spanish, Thai, Turkish, Vietnamese, Tongan, Samoan, Punjabi and Fijian and also in Arabic in the July 2002 Arabic Parenting Magazine
- *Family Matters: How to approach drug issues in your family* – July 2002
- *Feasibility Study: Establishing a Sydney Community Foundation*, Tim Hardy and Adam Blake
- *Food-Share Australia Relocation Facility Planning*, prepared by Gale Planning Group – June 2003
- Gateways Project Flier
- *Getting Involved in the Community Drug Information Initiative—A guide to holding community activities* – April 2003
- Homework Plus Project Flier
- International Year of Volunteers: NSW Report and Recommendations
- *Koori Family Matters: How can I talk with my family about drugs?* – June 2003
- Machismo Project Flier
- NSW Local Government Place Management Programs – February 2003
- Parenting Education Network Flier

- PCYC Program Flier
- People, Place and Partnerships Conference—A NSW and Community Conference March 2003 Papers
- Place Management in Moree, Jim Boyce
- Region Assist Final Project Report, Gary Moore
- Region Assist Business Case, Adam Blake
- Redfern–Waterloo Partnership Project, *Anti-Drug Strategy Information Sheet* pertaining to the reduction in hours of the needle exchange van on The Block—June 2003
- Redfern–Waterloo Partnership Project, *Christmas School Holiday Program Information Sheet*—January 2003
- Redfern–Waterloo Partnership Project, *Community Engagement Consultancy Questionnaire*—February 2003
- Redfern–Waterloo Partnership Project, *Project Brochure*—August 2002
- Redfern–Waterloo Partnership Project, *Project Report*—May 2003
- School–Parent Alliance Project Flier
- School to Work Project Flier
- Shifa Youth Leadership Program Flier
- *Strengthening Community Finance in the Hunter Valley Region of NSW: An Interim Report* prepared by Australian Centre for Cooperative Research and Development—June 2003
- *A Summary Guide to Consulting with Rural & Regional Communities*
- *Supporting Young People in Country Towns*
- *Working Together: Achieving Economic Development Outcomes For The Wentworth Shire*—July 2002
- Youth Liaison Teams Flier
- Youth Partnership with Arabic Communities: Canterbury–Bankstown
- Youth Partnership with Arabic Speaking Communities Newsletters 1–3

Office of Protocol and Special Events

- *Emblem Book of the State of New South Wales: Showing the Flag*—also at http://www.premiers.nsw.gov.au/our_library/protocol/Flags_and_Emblems.pdf
- *NSW Table of Precedence*, pamphlet

Major Venues and Rugby World Cup Coordination

- *Sydney: New South Wales—An overview from the Major Events Board* to promote Sydney and New South Wales as a destination of significant resources for exhibitions, conferences, cultural and sports events.

Office of the Director of Equal Opportunity in Public Employment

Aboriginal people and Torres Strait Islanders

- *Aboriginal & Torres Strait Islander Cadetship Program* (student version), brochure

Migrant Career Development Program

- *Guidelines for Agencies*
- *Guidelines for Applicants*
- "Invitation to Managers to Gain Skilled Staff", *Fair Ways* newsletter

Flexible work practices

- "About Flexible Work Practices", *Fair Ways* newsletter

Merit

- *Merit Selection in the NSW Public Sector: a training program for those involved in recruitment*
- *Picking the Best Person for the Job: Merit Selection for NSW Public Sector Panels*, booklet

ODEOPE annual reports

- *Advancing Equity: Report by the Director of Equal Opportunity in Public Employment*

People with a disability

- "Adjustments at work", *Fair Ways* newsletter
- *Deaf & Hearing Impaired Network*, brochure
- *EmployAble Resource Guide*, booklet
- *Equal to the Task Good Practice Guide*, booklet
- *Moving On Up: Paralympians Contributing to the NSW Public Sector*, booklet
- "Traineeships for Job Seekers with a Disability", *Fair Ways* newsletter

Training kits

- *Merit Selection in the NSW Public Sector: a training program for those involved in recruitment* (\$250 + \$25 GST)
- *EmployAble Work Book: Employing People with a Disability* <http://www.eeo.nsw.gov.au/disabil/employ/default.html>

Online resources

- *EEO Good Practice Online* <http://www.eeo.nsw.gov.au/goodpractice>
- *Merit Selection Techniques Refresher Training* <http://www.eeo.nsw.gov.au/merittraining>
- *Statistics for EEO group members in the NSW Public Sector* <http://www.eeo.nsw.gov.au/statistics>

In addition, most of the Office's printed publications are available on the web site <http://www.eeo.nsw.gov.au>

Review and Reform

- *Agency Level Report for NSW Public Sector Workforce Profile 2002*

- *Arts and Culture, Service Efforts and Accomplishments 1995–2000*, Occasional Paper http://www.ccqg.nsw.gov.au/performance_reports/arts_culture
- *Better Practice: Human Resources Management* –May 2003
- *Business Process Re-engineering*–December 2002
- *Case Study: Visitor Services Agencies*–July 2002 <http://sharedcorporateservices.premiers.nsw.gov.au/csss/pdf/VSACaseStudy.pdf> (web only)
- *Case Study: Department of Land and Water Conservation*–July 2002 <http://sharedcorporateservices.premiers.nsw.gov.au/csss/pdf/DLWCCaseStudy.pdf> (web only)
- *Case Study: State Transit Authority*–November 2002 <http://sharedcorporateservices.premiers.nsw.gov.au/csss/pdf/STACaseStudy.pdf> (web only)
- *Costing Shared Corporate Services: A Guide (revised)*–May 2003
- *Council on the Cost and Quality of Government 2002 Annual Report*
- *NSW Public Sector Workforce Profile 2003–Data Specifications Workbook*
- *Shared Corporate Services Implementation Guides: Selecting an Approach*–July 2002
- *Strategic and Contract Management for Shared Corporate Services*–June 2003
- *Overview Report for the NSW Public Sector Workforce Profile 2002 Programs and Outcomes Relating to Aboriginal People in NSW* (for internal planning purposes only)
- *Recreation Facilities and Services, Service Efforts and Accomplishments, 1995–2000*, Occasional Paper <http://ccqg.nsw.gov.au/downloads/chapter.htm>

Public Sector Management Office

- *Achievements in Public Sector Reform*–February 2003
- *Administrative Guidelines for implementing the 2002 SOORT Determination of Remuneration for CES/SES*–November 2002
- *Motor Vehicle Policy for NSW Government Agencies*–September 2002
- *SES Guidelines*–revised version September 2002

Appendix 16: Code of Conduct

1 Introduction

As a public sector employee, you have a unique obligation to the public interest. This demands that you, and all other people working in the public sector, demonstrate standards of conduct and ethics that maintain public confidence and trust. As a Premier's Department employee, you have

an obligation to the people of New South Wales to carry out the business of the Department efficiently, fairly, impartially and with integrity.

This Code applies to you and every other individual employed, appointed or otherwise attached to Premier's Department. If you are an employee of a firm or a company contracted to perform work on behalf of the Department, you are also subject to the Code.

The Code sets standards of behaviour expected of you and provides a guide to solving ethical issues that may arise in the course of your work. The Code helps us maintain our reputation for integrity and fairness and to guide us in our decision making.

2 Values embodied in the code

Premier's Department sets accountability standards for the public sector. In this capacity, it is essential that you and all other employees of the Department display the highest standards of conduct.

The code rests on the assumption that in performing your duties as an employee of the Department you act with integrity, are loyal to the public interest, honest, impartial, conscientious, efficient, fair, compassionate, and support the Premier's Department corporate values, which are:

Innovation and Leadership

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

Integrity

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

Service commitment

We are responsive in the way we deliver our services.

Delivery

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

No surprises

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

Partnerships with Aboriginal People

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

Fairness, diversity and social justice

We value diversity and treat each person with fairness and respect.

3 Principles

The Premier's Department Code is based on principles that apply to all New South Wales public sector Codes of Conduct. These are:

- public confidence
- responsibility to the Government
- rights of employees.

Public confidence

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

Responsibility to the government of the day

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

Rights of employees

Public employees' rights are the same rights of employees under the common law and they have protection under relevant legislation such as the *Protected Disclosures Act 1994* and the *Anti-Discrimination Act 1977*.¹

You need to know the responsibilities of your employment and be aware that they impose certain conditions on you. These include adherence to this Code of Conduct. You should be aware that a breach of the Code of Conduct may result in counselling or disciplinary action under the provisions of the *Public Sector Employment and Management Act 2002*, or even criminal charges or civil action. Allegations of corrupt conduct against a member of staff will always be properly investigated, and if found to be unfair, staff who have followed the Code may expect the Department's support against such allegations.

4 Personal and professional behaviour

You are expected to:

- carry out your duties in an efficient, effective and economical manner
- comply with all relevant legislative, industrial, policy or administrative requirements and financial delegations
- maintain adequate documentation to support any decision made, and when using discretionary powers ensure decisions are made impartially
- keep up to date with advances and changes in your area of expertise
- provide all necessary and appropriate assistance to members of the public
- treat members of the public and other employees with courtesy, respect and sensitivity
- provide impartial advice and implement government policies effectively, regardless of which political party or parties are in office

- not take or seek improper advantage from authority or information gained in the course of employment
- report unethical behaviour or suspected corrupt conduct to senior management
- where appropriate, make disclosures through the internal reporting procedures established for the *Protected Disclosures Act 1994*.

If you have an ethical or moral objection to a task you are asked to undertake, you should seek resolution of the issue through discussion with a senior manager.

When dealing with colleagues or members of the public, you must not harass or discriminate on the grounds of sex, marital status, pregnancy, age, race, colour, nationality, ethnic or national origin, physical or intellectual impairment, sexual preference, religious or political conviction or carer's responsibilities.² Supervisors and managers should understand and apply EEO principles.

5 Fairness and equity

You must make sure all issues and cases you handle are dealt with consistently, promptly and fairly. Matters must be dealt with in accordance with approved policies and procedures, and without discrimination on any grounds.

When using discretionary powers, you must ensure that all the relevant facts and merits of each case are considered. The rules of natural justice require that people affected significantly by a decision have a right to put forward their case and for the decision to be made impartially. You must observe these principles.

6 Accountability

You are responsible for your own acts and omissions and are accountable for them. If you are a manager or supervisor you have the responsibility to ensure that employees you supervise understand the duties of their positions, the results expected, their obligations under this Code of Conduct, the limits of their administrative and financial delegations and policies and procedures. Managers and supervisors have a responsibility to adhere to and promote the Code of Conduct through guidance and example.

7 Conflicts of interest

To ensure that work undertaken for the Department is undertaken in an impartial manner and is seen to be so, you should make every effort to ensure that opportunities do not arise for your personal interests, associations and activities (financial or otherwise) to conflict with the proper exercise of your duties.

In many cases only the individual concerned will be aware of the potential for conflict. Any perceived potential or actual conflict of interest is to be notified to your supervisor, a senior manager or other relevant person (eg recruitment panel convenor).

Examples of conflicts of interest include:

- Serving as a member of a selection committee considering an application from a friend, relative or business partner.

- Providing advice in support of a decision that would have financial or other benefits for you, your friends, relatives or business partners.
- Exercising delegated powers to purchase goods, services or equipment from a supplier who then provides you with a hidden benefit, eg, purchase of a computer from a supplier who then provides you with a laptop computer for private use.
- Recommending a contract be issued to a supplier who provides you with a benefit, eg, access to sporting events or other hospitality.

8 Acceptance of gifts or benefits

You must not accept a gift or benefit that may be regarded by the public as likely to influence you in the way you do your job, or cause you to deviate from the proper course of duty.

Any offer of a substantial gift or benefit, to you, your family or other people personally connected with you must be reported to your supervisor or a senior manager.

Token gifts or benefits may be accepted. This could include such things as chocolates, diaries or modest refreshments. If you have any doubts, ask your supervisor or senior manager and agree on an appropriate course of action. If a dispute arises it can be resolved through the Department's Grievance Procedures.³

9 Public comment

Public comment includes public speaking engagements, comments on radio and television and views expressed in letters to newspapers or in books, journals or notices where it might be expected that the publication, circulation or electronic communication of the comment will spread to the community at large. Comments made in e-mail messages may also be interpreted as public comment.

While the Department's employees, as members of the community, have the right to make public comments and to enter into public debate on political and social issues, there are some circumstances in which public comment is inappropriate. These include:

- where it could be inferred that the public comment, although made in a private capacity, is in some way an official comment of the Government or of the Premier's Department;
- where public comment, even though unrelated to your normal duties, amounts to criticism sufficiently strong or persistent to give the impression that you are not prepared to implement or administer the policies of the Government.

Media enquiries should be referred to the officer responsible for media liaison in the Premier's Office unless your duties specifically include handling such enquiries. In such case you should confine yourself to facts within your area of responsibility and avoid discussing Government policy or offering personal comment.

10 Privacy policy

The *Privacy and Personal Information Protection Act 1998* establishes a system for public sector agencies to handle personal information. The Premier's Department has obligations to deal with personal information in accordance with the Act and has its own Privacy Management Plan.

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

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

11 Security of information and premises

Security of information held by the Department is critical in ensuring compliance with privacy obligations and fairness to individuals. Security of the Department's premises is vital in this regard and also in regard to the personal safety of staff. You should ensure that you are familiar with the Department's policies and procedures regarding storage, use and distribution of information held by the Department. This includes information held in both document and electronic formats.⁴

You may not access information or records that are not relevant to the execution of your duties. You must not take the Department's files or other records home or away from the Department's premises without the consent of your supervisor. If in the course of your duties you need to remove files or records from the Department's premises, you must maintain the integrity and confidentiality of those documents.

You need to ensure that you are familiar with and follow the Department's procedures in respect of access of employees and visitors to the Department's premises. Staff in charge of Department premises should follow the procedures regarding issuing of keys and security passes, and ensuring the premises are always secured after hours.

12 Use of official information

Much of the Department's work involves access to confidential or sensitive documents. You must take care to maintain the integrity and security of official documents and information entrusted to you in the course of your duties. Such documents and information must only be used in the legitimate exercise of the Department's functions.

Misuse of official information is specifically included in the definition of corrupt conduct in the *Independent Commission Against Corruption (ICAC) Act 1988*, which states:

'any conduct of a public official or former official that involved the misuse of information or material that he or she has acquired in the course of his or her official functions whether or not for his or her benefit or for the benefit of any other person.'

Misuse of information includes:

- disclosing information to a member of the public or to other public servants or Government departments/agencies without proper authority
- accessing official information for personal benefit or advantage, or for the benefit or advantage of another person
- seeking to take advantage of another person on the basis of information held in official records
- providing or trading confidential information for use by private investigators, banks or credit agencies
- speculating in shares, commodities or property on the basis of confidential information about the affairs of a business or of proposed Government actions.

You may only disclose official information when you have been given the proper authority, or when required to do so by law.

13 Use of the Department's resources

The Department's resources include information technology hardware and software, other communication devices, facilities and equipment, stationery, furniture and furnishings, goods, supplies and services.

As an employee you are expected to:

- be efficient and economical in your use and management of the Department's resources
- be careful in your use of public property and services and not permit misuse by others
- obtain official permission before any use of the Department's facilities and equipment for personal purposes beyond what is authorised in the Department's published policies and practices
- ensure you have the necessary delegation before incurring or authorising any expenditure on behalf of the Department.

Acceptable use

All usage of the Department's facilities should be lawful, appropriate and ethical. The Department's facilities are not to be used in any way that:

- is misleading or deceptive
- could damage the Department's reputation
- could result in victimisation, harassment or vilification
- is offensive, obscene, threatening or defamatory
- violates Australia or State regulations or laws – including 'computer hacking'
- is intended to have a destructive effect on storage, processing or communications network facilities.

Private use

Computers, telephones and other equipment and facilities are available to allow employees to perform their official duties and should, with the

exception of the 'private use' concession, be only used when carrying out your duties.

A limited, 'reasonable' amount of private use of the Department's facilities is allowed so long as the 'reasonable' private use conforms to the 'acceptable use' conditions described above.

Examples of 'reasonable' private use include:

- Using internet resources for short periods during breaks or outside normal working hours. (Unattended downloads or other unattended use of resources is not considered 'reasonable'.)
- Using the telephone or facsimile for private calls, if they are short, infrequent and do not unduly interfere with work.

Monitoring

Personal use of the Department's communication devices is not considered private, and in using this equipment you do not have the same personal privacy rights as you have when using private communication devices. Firewall software automatically monitors and records details of all incoming and outgoing traffic, including details of Internet sites accessed and transmission details of emails sent and received. These firewall logs are regularly inspected to make sure the policy is being followed. Internet usage is reported to the Board of Management.

A more detailed explanation of the acceptable use of communication devices, including examples of reasonable private use and monitoring arrangements is set out in the policy "Use of Premier's Department internet, e-mail, computer and network facilities".⁵

14 Dress code

The standard of dress and grooming adopted by employees is important in promoting the professionalism of the Department. Generally, you are required to be well-groomed and neat.

The appropriate style of dress will also be dependent on such matters as: level of contact with senior government officers or politicians, members of the public and/or visitors to the Department's premises. In the case of meetings held on premises other than the Department's, site visits, or visits into the community, the style of dress should be appropriate to the occasion and the particular situation.

Local workplaces may negotiate specific arrangements eg. specific days may be designated as days when clean, casual attire may be worn.

In some instances, the specific situation or needs of an individual must be considered. If you have specific clothing needs due to medical or other requirements, you should discuss the matter with your supervisor.

When deciding appropriate dress standards, managers should be careful to avoid discriminating against people from certain groups (such as religious groups, young people or people with limited finances).

15 External employment

The Director-General's approval is required if you wish to engage in any form of paid employment outside your official duties. This requirement also applies to new employees who, on joining the Premier's Department, have outside employment they wish to continue.

In all cases when outside employment is considered, you should give the Department first consideration and avoid situations that may give rise to, or appearance of, a conflict of interest.

16 Political participation

You must ensure that any participation in political matters does not conflict with your duty as a public servant to serve the Government in a politically neutral manner. This is important in maintaining Ministers' and public confidence in the impartiality of advice given and actions taken by public servants. Ministers' staff may assist Ministers achieve their political objectives without breaching these provisions regarding political neutrality and impartiality.

As with any potential conflict of interest, whether real or apparent, that has arisen or is likely to arise, you should immediately inform and discuss the issue with your supervisor or senior manager.

If a conflict of interest does arise, you may have to stop participating in political activity or withdraw from areas of your duties giving rise to the conflict of interest.

17 Reporting corrupt conduct and protected disclosures

You have a responsibility to notify your supervisor or an appropriate senior manager of any unethical behaviour or wrongdoing by another employee.

The Department has an internal reporting system for disclosing information that indicates any corrupt conduct, maladministration, or serious and substantial waste of public money by a public authority or public official. You may use this internal reporting system to disclose information confidentially to your supervisor, the Director-General or the senior officers nominated in the Department's Protected Disclosures Procedures.⁶

Alternatively, you may make any such disclosures to the appropriate investigating authority under the *Protected Disclosures Act 1994*. Provision is also made in the ICAC Act for any person to make a report directly to ICAC.⁷ The Director-General is required by law to report any instances of possible corrupt activity to the Commission.

The Act makes it an offence to take detrimental action against a person that is substantially in reprisal for the making, in good faith, of a protected disclosure.

18 Leaving the Department

When leaving the Department, you must return all property of the Department that is in your possession.

After leaving you must not misuse any information gained as a consequence of your employment with the Department.

Former public servants must not accept employment or engage in activities which may cast doubts on their own or the Department's integrity or of the public sector in general.

Signed: Director-General

May 2003

Annexure A

- | | |
|---|---|
| • <i>Public Sector Employment and Management Act 2002</i> (when proclaimed) | • <i>Freedom of Information Act 1989</i> |
| • <i>Anti-Discrimination Act 1977</i> | • <i>Public Service of New South Wales' Personnel Handbook</i> |
| • <i>Public Finance and Audit Act 1983</i> | • <i>Crimes Act 1900</i> |
| • <i>Occupational Health and Safety Act 1983</i> | • <i>Premier's Memoranda</i> |
| • <i>Protected Disclosures Act, 1994</i> | • <i>Instruments of Delegation</i> |
| • <i>Privacy and Personal Information Protection Act, 1998.</i> | • <i>Premier's Department Circulars and Information Sheets</i> |
| • <i>Independent Commission Against Corruption Act 1988</i> | • <i>ICAC's Guidelines for Reporting Possible Corrupt Conduct</i> |

(Footnotes)

¹ Relevant legislation, policies and directions are listed at Annexure A.

² Refer to the *Anti Discrimination Act 1977*.

³ The Grievance Procedures are available on the intranet in the Department Manual.

⁴ The Records Management Program, Policy Statement are on the intranet - Information Sheet No. 2001-5.

⁵ This policy may be accessed on the intranet (Information Sheet I2003-02)

⁶ Grievance Procedures are available on the intranet

⁷ Refer to Annexure A for the relevant policy

Appendix 17: Guarantee of service

The Executive continues, through the Board of Management, to closely monitor the turnaround for answering letters. To ensure timely responses to ministerial and agency correspondence, a 21-day turnaround has been assigned to letter responses.

In 2002–2003, 92 per cent of the 1770 items monitored were completed on time. This exceeds the internal benchmark for a timely response to at least 85 per cent of correspondence.

Appendix 18: Consumer response

While most work of the Premier's Department's is directed internally, members of the public regularly request information about a whole range of government services.

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

Requests for information can also be emailed through the department's website www.premiers.nsw.gov.au.

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

No consumer responses were received by the department.

Appendix 19: Account payment performance

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 days and 60 days overdue \$	Between 60 days and 90 days overdue \$	More than 90 days overdue \$
September Quarter	133,533	0	0	0	0
December Quarter	157,379	0	0	0	0
March Quarter	224,771	0	0	0	0
June Quarter	2,766,973	0	0	0	0

Accounts paid on time within each quarter

Quarter	Target %	Actual %	\$	Total Amount Paid \$
September Quarter	88	91	9,529,714	10,545,549
December Quarter	88	90	13,689,336	15,341,167
March Quarter	88	88	23,132,188	28,821,039
June Quarter	88	89	39,313,416	44,276,851

There were no instances where penalty interest was paid in accordance with Section 18 of the *Public Finance and Audit (General) Regulation 1995*.

There were no significant events that affected payment performance during the reporting period.

Appendix 20: Investment management performance

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

Appendix 21: Events with a significant effect on the succeeding year after the balance date

No significant matters were raised in the ongoing audit reports.

Appendix 22: Response to significant matters raised in the ongoing audit reports

No significant matters were raised in the ongoing audit reports.

Appendix 23: Risk management and insurance

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

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

Fundamental changes to Treasury Managed Fund policy, introduced by Treasury during 1994–95, led to the introduction of a "hindsight adjustment"

arrangement under which premium contributions made in past years are retrospectively adjusted to reflect actual claims performance.

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

In the case of the NSW WorkCover scheme the industry benchmark represents the predicted claims in an industry expressed as a percentage of wages.

The Premier's Department 2002–03 WorkCover premium was \$210,030 which was an increase of \$45,117 over the previous year. This 27 per cent increase in actual premium over the previous year is primarily due to the benchmark increase and the increase in wages. Nevertheless the department's premium was still 9.7 per cent lower than the industry benchmark which reflects the department's good claims experience relative to the pool as a whole.

The recently paid WorkCover Premium was again 8.2 per cent less than the identity benchmark.

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

- the average cost per claim of \$2020 compared with the Fund average of \$5595 to 30 March 2003. This demonstrates continual improvement over the 2001–02 Fund year when the Premier's Department average cost per claim was \$2341 compared with the Fund average of \$9696.
- the fact that the department experiences an injury pattern which is consistently different to that of the Fund as a whole. The department has had no mental stress claims as compared to the Fund as a whole where mental stress is the second most costly incident.

Benchmarking in the case of motor vehicles reflects the experience of similar vehicles in the private sector. The premium for the Premier's Department motor vehicle cover for 2002–03 was \$86,480 which was \$13,308 less than the previous year. However the department's premium was still 26.9 per cent above the Fund benchmark. Nevertheless this still represents an improvement against the previous three years where the benchmark was exceeded by 37.9 per cent, 59.5 per cent and 30.7 per cent respectively.

As a part of its ongoing strategy to improve motor vehicle performance the Premier's Department is continuing to refine and implement a driver training program commenced in 2001–02.

Appendix 24: Major asset and land disposal

The Premier's Department had no acquisitions or disposals of major assets.

Appendix 25: Major assets other than land holding

Major Assets

	Major Additions 2002-03 \$'000	Total Assets as at 30 June 2003 \$'000
Computer equipment	1,266	2,201
Leasehold improvements	692	6,545
General plant & equipment	390	769

Appendix 26: Controlled entities

The Premier's Department has no controlled entities.

Appendix 27: Consultants

Consultancies over \$30,000

Consultant	Project	Amount
Ernst and Young	Major Venues Strategy Review and Study	\$430,038.38
MI Associates	Major Venues Strategy Review and Study	\$178,468.90
Opticom Australia	Police Complaints Case Management	\$43,360.00
Bruce Callaghan and Associates	Preparation of course syllabus for the Aboriginal Management Department Program	\$47,450.00
Korn/Ferry	CEO Recruitment Program	\$73,014.00
CPT Global Ltd	Preparation of business case for Grants Online Proposal	\$159,382.73
SMS M&T Resources	Preparation of business cases for the upgrade of Information Management Technology Systems (IMT)	\$38,000.00
J Warren/E Trumper	Soccer Task Force	\$92,405.53
Total over \$30,000		\$1,062,119.54
Consultancies under \$30,000 for 29 projects totalling		\$192,397.37

Appendix 28: E-Procurement

The Central Corporate Services Unit (CCSU) is a business unit within the Department of Commerce contracted to provide corporate services functions to the Premier's Department. In support of the NSW government's Electronic Procurement Implementation Strategy, CCSU and Premier's Department worked together to implement key reforms relating to electronic procurement and financial systems. Premier's Department was selected to pilot new procurement processes for later application by other CCSU client agencies.

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

The introduction of online stationery ordering across Premier's Department was completed during 2002. Its implementation has assisted procurement reforms and will facilitate the introduction of smartbuy™, planned for late in 2003 when Premier's Department will again assist with early system trials.

Electronic Self-Service for HR

As part of its payroll service the CCSU has also introduced the CHRIS Kiosk. This is an electronic self-service mechanism for individual staff to apply for and gain approval of recreation, sick and extended leave, view payroll details including payslips, and modify banking details and home contact details. This initiative is currently being accessed by some 400 of Premier's Department staff, with the remainder coming onto the system early in the new financial year.

Appendix 29: Energy management

The government's Greenhouse Action Plan requires government agencies to establish an energy management plan and report on energy consumption. The Premier's Department energy manager works closely with the Department of Public Works and Services and other GMT and Bligh House agencies to better manage their use of energy.

The department uses electricity for its office accommodation and motor fuel for its vehicle fleet. The majority of departmental staff are located in Governor Macquarie Tower and Bligh House. Other offices are located in the outer metropolitan area and in regional NSW. Premier's Department purchases 6 per cent of its electricity from "green power" resources.

Motor services are provided for ministers, parliamentary secretaries, officers of GMT agencies and other government bodies, in addition to those for the department's own business needs. The fleet contains a number of prestige vehicles for protocol purposes, is modern and fuel efficient and nearly exclusively using unleaded fuel. All vehicles are purchased through the State Contract.

The 191 vehicles in the department's fleet used an average of 2261 litres each.

Appendix 30: Representation on significant departmental committees

Board of Management

Executive Forum to address corporate and general departmental issues

Management Representatives

Col Gellatly (Chair)
Brendan O'Reilly
Elizabeth Coombs
Carol Davies
Brad Fitzmaurice
Peter Loxton
John Trevillian
Bob Adby
Chris Raper
David Roden
Alex Smith

Staff Observers

Frank Constable
Jacqui Parry
Nivek Thompson
Michael Harkins
Sharon McCarthy
Simon Carroll

Joint Consultative Committee

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

Management Representatives

Col Gellatly (Chair)
Brendan O'Reilly
Carol Davies
Brad Fitzmaurice
Peter Loxton
Chris Raper
David Roden

Staff Representatives

Merilyn Grey
Vivienne Porzsolt
Paul Petersen
Graeme Gandy
Kathy Tribe
Kerrie Butson

Equity and Diversity Committee

Susan Hayes (Chair)
Trevor Barnes
Paula Castile
Debbie Nelson
Rosalind Eather
Megan Irwin-Moyle
Maria Mermelas
Frances Parker
Vivienne Porzsolt
Alexander Weilsman

Appendix 31: Significant organisations with a departmental representative

Aboriginal & Torres Strait Islander Cadetships Steering Committee	Julie Moore (Chair), Di Fruin, Nasuven Enares, Marilyn Dickson	Chief Executives Committee Executive Group	Peter Loxton (Chair), Marianne Hammerton
Aboriginal & Torres Strait Islander Employment Network	Debbie Nelson, Julie Moore	COAG Statewide Committee	Jo-Anne Lawrence
Aboriginal Affairs CEOs Group	Col Gellatly, Lynette Thorstensen	Community Disaster Relief Fund Committee	William Parsons
Aboriginal Business Roundtable	John Scott (alternative rep for Director General)	Community Drug Action Strategy Steering Committee	Col Gellatly (Chair), Elizabeth Coombs, Peter Connelly (alternate)
Aboriginal Community Development Program Steering Committee	Lynette Thorstensen	Community Drug Information Strategy Working Group	Peter Loxton (Chair), Lynette Thorstensen
Aboriginal Economic Development Working Group	Norma Ingram, Lynette Thorstensen, Debbie Nelson	Community Drug Strategies Team –Drugs Taskforce Training Committee	Lynette Thorstensen, Yvonne Korn
Aboriginal Employment in Practice Support Strategy	Debbie Nelson	Community Solutions and Crime Prevention Strategy Working Group	Brendan O'Reilly (Chair), Lynette Thorstensen, Sonja Stewart
Anti-Discrimination Board Advisory Committee	Debbie Nelson, Julie Moore	connect.nsw Strategy on Integrated Government	Ken Dray
Aquaculture Steering Committee	Col Gellatly (Chair), Wayne Green, Jo Haran	Contract Management Board Committee (Hire Cars & Buses)	John Rixon
Armidale Women's Housing Group Incorporated	Maureen Chapman (Chair)	Contract Management Committee for Sector Wide Media Monitoring Contract	Karen Howell
Attorney-General's Department Internal Audit Committee	Elizabeth Coombs	Corporate Services Reform Peer Review Committee	Col Gellatly (Chair), Elizabeth Coombs
Australian Bravery Decorations Council	William Parsons, Michael Armitage (alternate)	Council on the Cost and Quality of Government	Percy Allan (Chair), Col Gellatly, Elizabeth Coombs
Better Outcomes for Aboriginal Services Committee	Peter Loxton	Council on the Cost and Quality of Government–Department of Public Works and Services Steering Committee	Elizabeth Coombs, Peter Connelly (alternate)
Border Towns Crime Prevention Committee	Maureen Chapman	Council on the Cost and Quality of Government–SafeFood NSW Production NSW Steering Committee	Elizabeth Coombs, Peter Connelly (alternate)
Bushfire Recovery Task Force Committee	Colin Steele	Council on the Cost and Quality of Government–SafeFood NSW Steering Committee	Elizabeth Coombs, Peter Connelly (alternate)
Cabramatta Project Reference Group	Maria Visotina	Council on the Cost and Quality of Government–Sustainable Energy Development Authority Steering Committee	Elizabeth Coombs, Frank Greathead (alternate)
Canterbury–Bankstown Reference Group	Lynette Thorstensen (Chair), Ross Beaton	Council on the Cost and Quality of Government–TestSafe Australia Steering Committee	Elizabeth Coombs, Peter Connelly (alternate)
Capital Works Review of Roles and Responsibilities	Col Gellatly (Chair), Elizabeth Coombs	Council on the Cost and Quality of Government–The Heritage Office Steering Committee	Elizabeth Coombs, Peter Connelly (alternate)
CCSU Internal Audit Committee	David Roden, Michael Montuori	Council on the Order of Australia	Col Gellatly, William Parsons (alternate)
Cemeteries Interdepartmental Committee	John Scott	Criminal Justice CEOs Standing Committee	Col Gellatly
Central Agencies Reference Group for Regional Service Delivery	Elizabeth Coombs	Department Savings Task Force	Kathleen Caden, Jane Nash
Central Coast Regional Advisory Group–chaired by the Regional Minister	Leoni Baldwin	Drought Welfare Coordinating Committee	Paul Clark, Ross O'Shea, Jo-Anne Lawrence, Frances Schonberg
Central Coast Regional Coordination Management Group	Leoni Baldwin	Drugs and Community Action Strategy Working Group	Lynette Thorstensen (Chair), Yvonne Korn, Liz Junck
Central Sydney Operations Group	John Trevillian (Chair)	Drugs Taskforce Training Committee	Lynette Thorstensen, Yvonne Korn, Than O'Brien
CEO Venue Management Taskforce	Col Gellatly, Bob Aaby, Alan Marsh, Kevin Simmonds, Alan Cunningham	Elsa Dickson Aboriginal Employment Steering Committee	Debbie Nelson, Julie Moore
CEOs eGovernment Committee	Peter Loxton	Gender Equity in Public Institutions in NSW	Marianne Hammerton
Chief Executive Officers Counter Terrorism Coordinating Group	Col Gellatly, Brendan O'Reilly	Government Asset Management Committee	Col Gellatly (Chair), Elizabeth Coombs, Kathleen Caden
Chief Executives Committee	Col Gellatly (Chair), Marianne Hammerton	Government Computer Re-use Project Reference Group	Carolyn Leigh

Grants Administration Review–Operations Steering Committee	Peter Loxton (Chair)	NSW Public Sector Aboriginal Coordinators Forum	Debbie Nelson (Chair), Julie Moore
Greater Western Sydney Regional Coordination Management Group	Maria Visotina	NSW Public Sector Small Agencies Chief Executives Committee	Carol Davies
Human Services CEO Better Service Delivery Taskforce	Lynette Thorstensen	NSW Public Service Medal Committee	William Parsons (Chair)
Human Services CEOs Group	Peter Loxton	NSW Water Safety Task Force	David Roden
Human Services CEOs Senior Officers Group	Lynette Thorstensen	NSW/Victoria Border Anomalies Committee	David Roden (Joint Chair), Maret Hegh (Secretariat)
Hunter Regional Coordination Management Group	Ben Chard	Office of Information Technology –Better Service Delivery IT Allocation Executive Steering Group	Diana Dagg
Illawarra Regional Development Board	Mark Roberts	Our Environment - It's A Living Thing Reference Group	Lynette Thorstensen
Illawarra–South East Regional Coordination Management Group	Mark Roberts, Colin Steele	Pasminco Cockle Creek Committee	Ado Zanella
Industrial Relations Consultative Committee	Col Gellatly (Chair), Chris Raper	Pathways to Indigenous Employment–Advisory Committee	Maureen Chapman (Chair)
Inner City Homelessness Action Plan	Ros Eather	Perisher Taskforce	John Dermody
Interdepartmental Committee on Drought	Col Gellatly (Chair), Alex Smith, David Gilbert	Police Complaints Case Management System (PCCM)	Bob Costello
Inter-Governmental Committee on Drugs (IGCD)	Yvonne Korn	Premier's Department/NSW Vice-Chancellors' Conference Strategic Initiatives Group	Col Gellatly, Peter Loxton
Local Management Committee, Public Sector Management Course	Debbie Nelson, Paula Dewis, Carol Davies	Procurement Council–Senior Officers Group	Elizabeth Coombs
Lower Hunter Local Area Command Aboriginal Consultative Council	Anjali Boronowskis	Protected Disclosures Steering Committee	Robert Horrocks
Major Projects Infrastructure Committee	John Dermody and Ado Zanella	Public Sector CEOs Executive Group	Marianne Hammerton
Management of Intellectual Property Working Group	Kate Dundas (Chair), additional Chairs Kay Lord & Marianne Hammerton, Jennifer Perry, Chris Mauros, Caileen Urquhart	Public Sector CEOs Group	Marianne Hammerton
Migrant Skills and Qualifications Advisory Committee	Frank Constable, Caroline Davidson, Subra Jayathanthan	Public Sector Industry Training Advisory Body	Marianne Hammerton
Moree Place Management Committee	Maureen Chapman	Public Sector Quality Network Steering Committee	Carol Davies
Mt Panorama Steering Committee	Bob Adby, Kevin Simmonds	Public Sector State Records Advisory Committee	Colleen Kremer
Multicultural Affairs Forum	Antonietta Natoli	Public Sector Traineeship Strategy Advisory Group	Frank Constable
Nanbaree Child Care Centre Management Committee	David Roden (Chair)	Public Service Commissioners Conference	Col Gellatly, Marianne Hammerton, Peter Loxton
National Counter Terrorism Committee	Brendan O'Reilly	Public Service Education Australia Incorporated Board	Col Gellatly
National Drug Strategy Prevention Expert Committee	Yvonne Korn	Public Works and Services Equity Oversight Committee	Carol Davies
Natural Resources Service Centre Pilot Operations Group	Kate Dundas (Chair)	Regional Coordination Management Group Chairs	Brendan O'Reilly (Chair), Paul Clark
New England/North West Regional Coordination Management Group	Maureen Chapman	Registered Training Organisations (Government Agencies)	Kent Broadhead
North Coast Regional Coordination Management Group	Jacqueline Parry	Reskilling for Careers in Information Technology Interagency Working Group	Anne Melano (Chair), Di Fruin
Northern Rivers Regional Strategy Management Committee	Jacqueline Parry	Riverina–Murray Regional Coordination Management Group	Ross O'Shea
NSW Health Aboriginal Employment Steering Committee	Debbie Nelson, Julie Moore	RTA Business Services Advisory Board	Elizabeth Coombs
NSW Health EEO Steering Committee	Carol Davies, Antonietta Natoli	Rugby World Cup 2003 Communications Working Group	Alan Marsh, Kevin Simmonds
NSW Interdepartmental Committee on Migrant Settlement	Caroline Davidson	Rugby World Cup 2003 Task Force	Col Gellatly (Chair), Bob Adby, Alan Marsh
NSW Major Events Board	Col Gellatly, Bob Adby, Chris Bastic	Rugby World Cup Precinct Planning Groups	Alan Marsh, Kevin Simmonds

Rugby World Cup Working Parties	Alan Marsh, Kevin Simmonds
Rural Communities Leadership Program - Advisory Committee	Maureen Chapman (Chair)
Senior Officers Coordinating Committee on Drugs	Lynette Thorstensen (Chair), Yvonne Korn
Senior Officers Coordinating Committee on Drugs Special Meetings on Cabramatta	Cathy Noble
Senior Officers Group on Office of the Protective Commissioner, Office of the Public Guardian and the Public Trust Office	Peter Connelly, Suzanne Case (alternate)
Shared Corporate Services Committee	Col Gellatly (Chair), Elizabeth Coombs
St Marys Australian Defence Industries Site – Committee and Working Groups	Rob Lennon
Standing Advisory Committee for Protection Against Violence –Committee ABOLISHED October 2002	William Parsons
State Contracts Control Board	Elizabeth Coombs, David Roden (alternate)
State Emergency Management Committee	William Parsons
Strategic Events Committee	Peter Loxton, Paul Clark
Strategic Management Framework Working Party	Judith Withers
Sustainable Development Network	Lynette Thorstensen
TBL/Sustainability Senior Officers Working Group	Lynette Thorstensen (Chair), Nivek Thompson
The Industry and Environment Land Development Taskforce	Col Gellatly (Chair), John Dermody, Ben Chard, Wayne Green, Ado Zanella, Jo Haran
Track Cycling World Cup Organising Committee	Kevin Simmonds
Traineeships for People with Disabilities Steering Committee	Carol Davies, Paul Jenkin
Treasury Managed Funds Advisory Board	Elizabeth Coombs
Western Regional Coordination Management Group	Jo-Anne Lawrence
Western Sydney Human Services Senior Officers Group	Rob Lennon
Western Sydney, South Western Sydney Regional Coordination Management Group	Rob Lennon, Zenaida Baufista, Pam Lenardon
Youth Partnership with Arabic Speaking Communities– Combined Reference Group	Nada Nasser
Youth Partnership with Arabic Speaking Communities Implementation Committee	Col Gellatly (Chair), Lynette Thorstensen, Nada Nasser, Mia Zahra
Directorships	
Board of the Australian and New Zealand School of Government	Col Gellatly
National Public Administration Industry Training Advisory Body	David Roden
Public Service Education and Training Australia	Col Gellatly, Marianne Hammerton

Appendix 32: funds granted to non-government organisations

Miscellaneous Grants Approved by the Premier

Australian Violence Prevention Award	NSW government contribution to Award Scheme	\$29,315
ANZAC Memorial Trust	Administrative assistance— recurrent funding	\$330,000
Returned and Services League of Australia (NSW branch)	Annual Support for Anzac Day commemoration	\$27,500
Salvation Army Red Shield Appeal	Annual appeal	\$175,000
Australian Red Cross Calling Appeal	Annual appeal	\$100,000
Royal Blind Society -Annual Doorknock	Contribution to annual appeal	\$70,000
Royal Humane Society	Annual grant	\$5,000
United Nations Association of Australia (NSW) Inc.	Annual grant	\$8,470
MusicNSW	Funding towards coordinator's salary (3 year grant commencing 2001–02)	\$30,000
Variety Club Special Children's Christmas Party	Platinum Advertising Sponsorship	\$10,228
Community Aid Abroad Oxfam Australia	Assistance grant	\$44,000
AUSTCARE	Assistance for Refugee Week activities	\$5,000
South-East Forest Project—Mr John Blay	National History Research grant	\$20,000
Allan Border Trek for Kids Foundation	Assistance for four children's charities	\$20,000
2/17 Battalion AIF Association	Assistance for memorial service	\$900
Picnic Point High School	Australian History Project grant	\$2,000
Commonwealth Study Conferences (Aust) Inc.	Sponsorship of the 9th Commonwealth Study Conference October 2003	\$80,000
Ms Kim Doyle, Narara Valley High School	National History Challenge	\$200
Awakening Spirit Archive Film Project	Support for Indigenous Segment Olympics 2000 Opening Ceremony	\$10,000
Australian Chess Federation	Travel assistance for the NSW team to the 35th Chess Olympiad in Slovenia	\$7,000
John Williams Trust Fund	Police Association fundraising cricket match	\$5,000
Australian Red Cross Bali Appeal	Assistance to victims of the Bali incident	\$500,000
Randwick District Volunteer Offshore Rescue Boat Service	Assistance for search and rescue equipment for new craft	\$10,000
St Vincent de Paul Christmas Appeal	Funding for launch of appeal	\$20,000
Swansea sub-branch of the RSL	Funding for Swansea and Community War Memorial	\$5,000

Cronulla–Sutherland Offshore Rescue Boat Service	Assistance toward new search and rescue craft	\$10,000	ANZAC Memorial Trust	Security expenses	\$30,000
Royal Australian Engineers Vietnam Memorial Committee	Funding for relocation of memorial to Moorebank	\$7,000	Ninth Australasian Conference on Child Abuse	Conference sponsorship	\$3,000
Sutherland Shire Council	Playground equipment—Karda Place Reserve Gynea	\$20,000	Local Government and Shires Association	Pat Dixon Memorial Scholarship	\$20,000
Youth Off the Streets Program	Donation	\$5,000	United Nations Youth Association	Sponsorship Perez de Caellar Shield	\$500
Maitland sub-branch of the RSL	Funding for Anglo–Boer War Memorial	\$2,000	Newcastle Civic Park Memorial Restoration Fund	War memorial restoration	\$5,000
Kogarah City Council	Purchase of a graffiti blaster	\$25,000	Kogarah Senior Computer Club	Purchase of computer equipment	\$10,449
Royal Botanic Gardens and Domain Trust	2003 St Patrick's Day Family Event—use of the Domain	\$20,000	Australian Davos Connection	JITUME Appeal	\$1,000
Department of Aboriginal Affairs	2003 Survival Day Concert	\$5,000	Vietnam Veterans' Federation of Australia Inc	Repairs to the Gosford-based NAMBUS	\$6,122
Enough is Enough	Peacemaker Schools Program	\$40,000	Bowral Vietnam Memorial Walk Trust	Restoration of monument	\$3,000
Ryde City Council	Restoration—Field of Mars Flora and Fauna Reserve	\$10,000	Friendship Quilts of the West	Sponsorship—drought fundraising	\$1,000
Evans Shire Council	Soil testing at Sunny Corner	\$50,000	Mr Jy Millis	Attendance at Global Youth Leadership Conference	\$2,500
Homicide Victims Support Group (Aust) Inc.	Assistance with accommodation expenses	\$35,000	Mr Joel Eggins	Attendance at Global Youth Leadership Conference	\$2,500
Copmanhurst Shire Council	Ewingar bushfire debris disposal	\$15,000	Dr Kerry Ayre	Support to attend the International Science and Engineering Fair	\$1,000
Cooma–Monaro Shire Council	Cooma skate park	\$20,000	Total		\$2,168,926
New School of Arts Neighbourhood House Inc.	School of Arts building repairs	\$30,000	Strengthening Communities		
Dungog Shire Council	Heat the Dungog swimming pool	\$30,000	Canterbury–Bankstown Place Projects		\$29,500
Gosford City Council	Part-funding of the upgrade of the Allan Davidson Reserve at Wyoming	\$50,000	Strengthening Local Communities Strategy		\$396,800
Goodcompany Foundation Inc.	Funding assistance	\$12,500	Volunteering & Sustainability		\$216,533
Catherine Hill Bay Returned Services League	Funding for a war memorial	\$3,000	Drugs & Community Action Strategy		\$250,000
Shoalhaven District Amateur Soccer Association Inc.	Funding for Huskisson Sporting Complex lighting	\$15,000	Community Drug Information Initiative		\$156,403
Sussex Inlet Soccer Club	Funding for soccer field lighting	\$5,000	Redfern–Waterloo Partnership Project		\$139,288
Penrith Regional Gallery and the Lewers Bequest	Funding for a special education project	\$11,500	Youth Partnerships Initiative/Youth Week		\$674,935
Coptic Orthodox Community Outreach Service	Funding for a vehicle to provide services to homeless and poor people in Parramatta	\$20,000	Youth Partnership with Arabic Speaking Communities		\$38,520
Peninsular Community Centre Inc.	Funding for a part-time position—the Web Youth Service	\$18,500	Total		\$1,901,979
Peninsular Community Centre Inc.	Funding for occasional child care equipment	\$5,000	Community Solutions and Crime Prevention Strategy		
Penrith City Council	Part-funding—purchase a Weed Harvester for the Nepean River (includes \$25,000 contribution from NSW Agriculture)	\$75,000	Coolaburoo Neighbourhood Centre	Community harmony resource kit	\$35,000
CAF Community Fund Ltd	Two Military History Scholarships	\$20,000	Vietnamese Women's Association	Video and resource kit for Vietnamese parents	\$18,000
Premier's Teachers Scholarship Budget	Charities Aid Foundation administration costs	\$1,150	South West Sydney Industry Education Partnership	Community education strategies aimed at parents	\$40,000
Wollongong City Council	Security—Wollongong Cenotaph	\$7,592	Work Ventures Inc.	Enterprising excellence network Arabic and Korean employers	\$6,250
			GROW Employment Council	Ethnic Small Business Project	\$20,000
			Bankstown Multicultural Youth Service	Cross Sub–Cultural Youth Peer Mentoring	\$42,000
			Northern Illawarra Family Support Service	Family sessional support groups	\$9,500
			Northern Illawarra Family Support Service	Preventative educational anti-violence program	\$7,000
			Bellambi Neighbourhood Centre	Outreach services to high need families	\$40,000

Muda Aboriginal Corporation	Refurbish Widjeri Hall	\$70,000	Illawarra Consultative Committee	Hand Brake Turn program	\$60,000
Hunter Economic Development Board	Employment of an Economic Development Coordinator	\$40,000	Police and Community Youth Clubs	Mobile youth activity centre	\$30,000
Hunter Economic Development Board	Project funds given to Economic Development Coordinator	\$25,000	Illawarra Forum Inc	Establish NESB Community Safety Coordination Project	\$26,975
Samaritans	Tools library for unemployed	\$20,000	Illawarra Muslim Women's Association	Improve community safety for Muslim women	\$26,000
Family Action Centre	Fund Family Action Centre at Newcastle University	\$5,000	Cringila Community Cooperative	Crime prevention through arts and drama	\$6,050
Central Coast Domestic Violence Court Assistance Scheme	Domestic Violence Victims Support Program	\$49,495	Warrawong Residents Forum	Community Kitchen	\$25,375
Central Coast Community Council	Vehicle Share Scheme	\$20,000	Warrawong Residents Forum	Youth Breakfast Program	\$3,825
Police and Community Youth Clubs	FitKidz Project	\$6,000	Warrawong Residents Forum	Improve informational technology access for young people	\$12,900
YWCA	Big Sister/Big Brother	\$39,000	Coomaditchie United Aboriginal Community	Coomaditchie Aboriginal Community garden on land	\$30,538
Ja-Biah Aboriginal Corporation Inc	Prisoner Release program	\$51,326	Berkeley Development Association	Sessional programs for disadvantaged young people	\$30,299
Hillsong Emerge	Enterprise learning centre	\$21,803	Mallee Family Centre	Enhance youth services in Wentworth	\$75,000
Ostara Australia	Round Table	\$25,000	Central Coast Emergency Accommodation Services	Additional outreach worker	\$22,150
Women's Activities and Self Help House (WASH)	Learning circle for lone parents	\$24,607	Smith Family	Funds to Smith Family to support children	\$5,000
Police and Community Youth Clubs	Mt Druitt PCYC	\$87,723	Oasis	Funding for Salvation Army's OASIS youth centre	\$48,000
Nimbin Community Development Association	Construction of a skate park	\$60,000	Central Coast Community Council	Manage and implement Vehicle Share Scheme	\$40,000
Nimbin Community Development Association	Employment of a Tourism Development Officer	\$12,000	Total		\$1,630,816
Jungle Patrol Community Safety Inc	Expansion of the Nimbin Jungle Patrol Street Beat Team	\$83,000	Rural and Regional Miscellaneous Grants		
Jungle Patrol Community Safety Inc	Establishing a Security Service	\$25,000	The NSW government created the Rural and Regional Miscellaneous Grants Fund in 1999 to enable modest grants to support initiatives in communities across rural and regional NSW. The fund supports small scale, local initiatives that have immediate and tangible community benefit.		
Nimbin Headers Sports Club Inc	Upgrade canteen facilities	\$20,000	Armidale Girl Guides Support Group	Repairs to Armidale Girl Guide Hall	\$5,000
Nimbin Neighbourhood & Information Centre Inc	Crisis counselling and referral	\$46,000	Austinmer Surf Life Saving Club Inc	Purchase Inflatable Rescue Boat	\$5,000
Ghinni Ghinni Aboriginal Corporation	Cultural W/shops and camps for Aboriginal young people	\$20,000	Ballina Lighthouse & Lismore SLSC Inc	Purchase of Club nipper and general competition boards	\$4,400
Police and Community Youth Clubs	Learning Centre at Taree PCYC	\$35,000	Bathurst Information & Neighbourhood Centre	Improvements to play area in grounds of Bathurst Information Centre	\$4,500
Manning District Emergency Accommodation Committee	Manning Emergency Accommodation Women's Refugee program	\$70,000	Billabong Clubhouse Inc	Purchase furniture and linen for Crittenden Cottage	\$6,400
Australian Red Cross	Breakfast Program	\$17,000	Bourke Child Care Centre	Erect a fence at the Bourke Child Care Centre	\$5,650
Walgett Local Aboriginal Land Council	Upgrade Ghinni Mission Hall	\$25,000	Brunswick SLSC	Purchase Inflatable Rescue Boat and training boards	\$5,100
Warilla Pride Inc.	Resource initiatives for community safety	\$20,000	Bulli Show Society Inc	Repairs and replacement of vandalised pavilion items	\$5,505
Illawarra Aboriginal Corporation	Aboriginal Elder Mentoring	\$1,000	Bungonia Progress Association	Upgrade to Bungonia Village Hall with disabled toilets and shower facilities	\$35,000
Warilla Neighbourhood Centre	Advocate securing appropriate service system responses	\$40,000			
Police and Community Youth Clubs	Fishing recreation activity	\$12,000			

Byron Bay SLSC Inc	Refurbishment work to Clubhouse	\$5,000	Humula Community Develop Organisation	Purchase a ride-on mower	\$5,000
Byron Shire Council	New Years Eve celebrations	\$13,000	Lady Denman Heritage Complex Huskisson Inc	Replacement of items lost in 2001 Christmas bushfires	\$13,000
Camden Haven SLSC	Purchase two surf skis	\$3,400	Lennox-Head Alstonville SLSC	Replace outboard kit on the rubber rescue dinghy	\$5,200
Carrathool Shire Council	Fencing at Gunbar Tennis Club	\$2,000	Line of Lode Association	Purchase relocatable toilet amenities for heritage project in Broken Hill	\$24,500
Chandler Public School - Wollombi	Construction of shelter and seating at Chandler Public School	\$3,000	Mangoplah Public Hall Management Committee	Construct disabled toilet facilities at Mangoplah Public Hall	\$10,000
Child Abuse Prevention Service (CAPS)	Support for Umina CAPS Service	\$8,000	Mangrove Community Technology Centre Committee	Construction of a facility to house Mangrove Mountain Community Technology Centre	\$40,000
Clarence School of Arts Committee	Maintenance to School of Arts Hall	\$8,000	Mayfield Machismo Skate Association	Construction of Mayfield Machismo Skateboard Park	\$10,000
Clarence Town Community Centre	Improvement works to Clarence Town Community Centre	\$6,000	Murrurundi Shire Council	Construction of façade to Murrurundi heritage toilet block	\$26,700
Clunes Technology Centre	Construction of disabled access ramp to Clunes Technology Centre	\$1,750	Nana Glen Community News	Purchase a photocopier to produce Nana Glen newspaper	\$2,500
Coledale Community Centre	Provide teaching resources for Coledale Community Centre for 2003	\$4,200	Nelson Bay Junior Aust Football Club	Repair roof of Dick Burwell Clubhouse damaged in severe storm	\$20,000
Cooma-Monaro Shire SES	Additional funds to replace Cooma-Monaro SES vehicle	\$10,000	New England Regional Art Museum	Renovations to the bathroom/toilet facilities	\$20,000
Coonabarabran Youth Committee	Construct a skate park	\$43,000	Nimbin Agricultural & Industrial Society Inc	Construction of canteen/shed at Nimbin Showground	\$13,400
Copmanhurst Shire Council	Provision of a shade sail for children's play area at Ewingar Sth Tabulam Community Sports Centre	\$2,500	NSW Farmers Association	Farmers Towards 2020 Forum, Youth link to be held in Sydney	\$20,000
Crookwell Services Club Ltd	Erection of a war memorial	\$5,000	Nymboida Wilderness Rescue Team Inc	Purchase swift water rescue vehicle	\$20,000
Crowdy Head SLSC	Purchase three surf rescue boards	\$5,400	Oberon RSL Sub-Branch	Construction of war memorial at Blayney	\$10,000
Cudgen Headland SLSC	Assisting the staging of the 2003 NSW Country Surf Life Saving Championships	\$30,000	Ocean Beach SLSC	Purchase essential surf lifesaving equipment	\$25,500
Dubbo City Council	Improvements to skate park	\$3,000	Opera in the Paddock Organising Committee	Support 2003 "Opera in the Paddock" concert at Delungra	\$3,000
Dungog Scout Group	Renovations and extensions to Scout Hall	\$10,000	Orange Adventure Playground Steering Committee	Contribution to construction of Orange Adventure Playground	\$15,000
Eurobadalla Shire Council	Contribution to the construction of the South Head Cycleway, Moruya	\$10,000	Paterson School of Arts	Replace wiring to Paterson School of Arts hall	\$14,000
Far South Coast Regional Shooting Complex Inc	On site noise tests for proposed South Coast Shooting Complex	\$16,700	Port Macquarie SLSC	Building works and extensions to Port Macquarie SLSC clubhouse	\$6,000
Fingal Rovers SLSC Inc	Purchase training and rescue equipment	\$5,500	Port Stephens Council	Renovations and purchase of equipment for Seaham School of Arts Hall	\$10,000
Geurie Memorial Hall Committee	Upgrade to Geurie Memorial Hall	\$39,000	Port Stephens Council	Purchase shipping container for "Green Connections Nursery" project	\$4,000
Glen Innes Beautification Committee	Enhancement works at Glen Innes Tourist Centre	\$20,000	Pretty Pine Ground Committee Inc	Install lights at Pretty Pines Tennis Courts	\$20,000
Gresford District Agricultural Society	Replace cattle stalls at Gresford Showground	\$6,000	Red Cross Orange	Contribution to the purchase of a Mobile Blood Bank	\$20,000
Greta-Branxton United Cricket Club	Construction of cricket practice nets and a catching cradle	\$9,000	Repentance Creek Public Hall Committee Inc	Upgrade kitchen/dining facilities to Repentance Creek Hall	\$5,000
Gunnedah Tutorial Centre & PCYC	Supply covered outdoor learning/barbecue area and repair volleyball court	\$5,000			
Gunning Shire Council	Upgrade the Old Gunning Court House	\$45,000			
Hilldale Union Church	Construction of disabled access to Hilldale Union Church and adjoining hall	\$3,000			

Royal Far West Children's Health Scheme	Purchase mobile barbecue for fundraising events	\$2,800
Rylstone & District Historical Society Inc	Exterior painting of Rylstone Bridge View Inn	\$8,000
Seelands School of Arts Incorporated	Renovations to Seelands Community Hall	\$8,000
Soldiers Beach SLSC	Replacement of aged essential equipment at Club	\$10,430
St Andrews Presbyterian Church, Dungog	Construction of access ramp and handrail to Presbyterian Church	\$3,000
St John's School	Attendance at the Wakakirri Story Dance Eisteddfod	\$5,000
St Vincent de Paul Society	Purchase of two cutting machines for Broken Hill and Cobar	\$3,000
Sussex Inlet Division of the Royal Volunteer Coastal Patrol	Assist with replacement costs of a rescue lifeboat	\$17,225
Tacking Point SLSC Inc	Improvements to clubhouse	\$4,000
The Majors Creek Recreation Reserve Trust	Upgrade power supply to Majors Creek Recreation Reserve	\$1,000
The Singleton Chapter of Compassionate Friends Inc	Purchase a photocopier for the Singleton Compassionate Friends	\$1,000
Thirroul Neighbourhood Centre Inc	Purchase furniture and photocopier for Neighbourhood Centre	\$3,000
Thirroul Railway Institute Preservation Society Inc	Maintenance and the preservation of historical photographs at Railway Institute Building	\$7,000
Tilpa Community Committee	Repairs to Tilpa Community Hall	\$19,000
Tourism NSW	Assist the Australian Safari 2002, rally for 4WDs and motorcycles	\$30,000
Tullamore War Memorial Hall Committee	Repairs and renovations to Tullamore War Memorial Hall	\$10,000
Tuross Head Progress Association Inc	Assist construction of cycle/walkway at Tuross Head	\$10,000
Wardell Memorial Hall Committee	Restoration work to the Wardell Memorial Hall	\$6,000
Wauchope-Bonny Hills SLSC Inc	Internal renovations to clubhouse	\$5,000
Western Plains Regional Development Inc	Completion of Lachlan Enterprise Centre	\$35,500
White Cliffs Country Women's Association	Purchase a refrigerator and photocopier for White Cliffs CWA Hall	\$5,000
Wollombi Valley Progress Association	Installation of a new kitchen in Laguna Community Hall	\$12,000
Wollongong City Council	Upgrade to North Dalton Park Sporting Arena	\$30,000
Total		\$997,760
Other Grants and Subsidies		
Australia Day Council		\$705,000
Total		\$705,000

Appendix 33: Waste management

The Premier's Department continued to implement measures under its Waste Reduction and Purchasing Plan. These strategies included the use of recycling bins for waste paper, glass, aluminium and printer cartridges, the use of printers and photocopiers offering double-sided capability, the expansion of the electronic office, and the use of recycled paper.

The need for large print orders and hard copy reports has been reduced as all public documents are produced electronically and published on the department's internet. The use of the internal intranet and email has also reduced the production of paper documents and helped the distribution of internal documents.

Appendix 34: Protected disclosures

No protected disclosures were received by Premier's Department.

Appendix 35: Privacy management plan

The Premier's Department has a Privacy Management Plan and has appointed a designated Privacy Officer in accordance with the provisions of the *Privacy and Personal Information Protection Act 1998*.

The Manager FOI and Privacy can be contacted at:

Level 32
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000
Ph 02 9228 4441
Fax 02 9228 4421

The Privacy Management Plan is available at www.premiers.nsw.gov.au and also on the Premier's Department intranet.

During 2002–03 there were no Internal Reviews conducted by or on behalf of the Premier's Department under Part 5 of the Privacy and Personal Information Protection Act.

Appendix 36: Production costs of annual report

The 2002-2003 Annual Report has a unit cost of \$28.00. A total of 100 reports have been printed and 150 CD-ROMs copies have been made.

New South Wales Premier's Department Staff Awards 2002



Robyn Henderson
Director General,
Department for Women

Award: Public Sector Employment and Management Act 2002

From left to right:
Andrew Segelov, Robert Horrocks,
Caireen Urquhart, Tony Nicod, Premier,
Jennifer Perry, Kathryn Freytag
and Cathy McInnes



Award: Aboriginal Cadetships Project

From left to right:
Julie Moore,
Carol Davies (Director),
Nasuvén Enares
and Marilyn Dickson

Award: Commitment to Customer Service

Centre: Scott Dovey

financial Statements 2002-2003

Statement of financial performance for the year ended 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
Expenses				
Operating expenses				
Employee related	2(a)	50,635	43,134	40,575
Other operating expenses	2(b)	41,868	32,179	31,903
Maintenance		411	183	443
Depreciation and amortisation	2(c)	1,630	1,502	1,460
Grants and subsidies	2(d)	46,604	22,157	31,951
Other expenses	2(e)	2,016	1,920	2,769
Total expenses		143,164	101,075	109,101
Less:				
Retained revenue				
Sale of goods and services	3(a)	1,875	1,834	1,855
Investment income	3(b)	258	112	282
Grants and contributions	3(c)	4,952	212	5,646
Other revenue	3(d)	1,639	1,724	2,169
Total retained revenue		8,724	3,882	9,952
Gain/(loss) on disposal of non-current assets	4	(18)	0	(57)
Net cost of services	20	134,458	97,193	99,206
Government contributions				
Recurrent appropriation	5	119,355	91,244	92,451
Capital appropriation	5	2,234	810	970
Acceptance by the Crown Entity of employee benefits and other liabilities	6	7,282	3,497	3,623
Total government contributions		128,871	95,551	97,044
SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES		(5,587)	(1,642)	(2,162)
SURPLUS/(DEFICIT) FOR THE YEAR		(5,587)	(1,642)	(2,162)
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS	15	(5,587)	(1,642)	(2,162)

[The accompanying notes form part of these statements]

Statement of financial position as at 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
ASSETS				
Current assets				
Cash	8	166	6,665	7,582
Receivables	9	4,881	4,719	4,752
Other	10	29	28	28
Total current assets		5,076	11,412	12,362
Non-current assets				
Property, plant and equipment				
- Plant and equipment		9,532	8,149	8,841
Total property, plant and equipment	11	9,532	8,149	8,841
Total non-current assets		9,532	8,149	8,841
Total assets		14,608	19,561	21,203
LIABILITIES				
Current liabilities				
Payables	12	6,592	4,704	4,704
Provisions	13	5,616	4,252	4,252
Other	14	921	6,148	6,148
Total current liabilities		13,129	15,104	15,104
Non-current liabilities				
Provisions	13	978	0	0
Total non-current liabilities		978	0	0
Total liabilities		14,107	15,104	15,104
Net assets		501	4,457	6,099
EQUITY				
Accumulated Funds	15	501	4,457	6,099
Total equity		501	4,457	6,099

[The accompanying notes form part of these statements]

Statement of cash flows for the year ended 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(42,638)	(40,510)	(37,299)
Grants and subsidies		(46,604)	(22,157)	(31,951)
Other		(51,752)	(37,703)	(42,775)
Total payments		(140,994)	(100,370)	(112,025)
Receipts				
Sale of goods and services		2,313	1,834	1,404
Interest received		258	112	282
Other		15,379	5,390	13,275
Total receipts		17,950	7,336	14,961
Cash flows from government				
Recurrent appropriation		119,355	91,244	98,451
Capital appropriation		3,007	807	970
Cash reimbursements from the Crown Entity		1,497	873	1,003
Cash transfers to the Consolidated Fund		(6,000)	-	-
Net cash flows from government		117,859	92,924	100,424
NET CASH FLOWS FROM OPERATING ACTIVITIES	20	(5,185)	(110)	3,360
CASH FLOW FROM INVESTING ACTIVITIES				
Proceeds from sale of plant and equipment		3	-	2
Purchases of plant and equipment		(2,234)	(807)	(1,545)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(2,231)	(807)	(1,543)
NET INCREASE/(DECREASE) IN CASH		(7,416)	(917)	1,817
Opening cash and cash equivalents		7,582	7,582	5,765
CLOSING CASH AND CASH EQUIVALENTS	8	166	6,665	7,582

[The accompanying notes form part of these statements]

Summary of compliance with financial directives

	2003				2002			
	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			
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE								
- Appropriation Act	91,244	91,244	810	810	75,100	75,100	970	970
- Additional Appropriations				0	16,000	0	0	0
- Section 24 PFAA- transfer of functions between departments	(199)	(199)	(3)	(3)				
	91,045	91,045	807	807	91,100	75,100	970	970
OTHER APPROPRIATIONS/ EXPENDITURE								
- Treasurer's Advance	21,284	20,004	2,200	1,427	26,718	14,715	0	0
- Section 22 PFAA- expenditure for certain works and services	7,210	6,583						
- Transfers from another agency (s25 of the Appropriation Act)	1,723	1,723	0	0	2,636	2,636	0	0
	30,217	28,310	2,200	1,427	29,354	17,351	0	0
Total Appropriations/Expenditure /Net Claim on Consolidated Fund (includes transfer payments)	121,262	119,355	3,007	2,234	120,454	92,451	970	970
Amount drawn down against Appropriation		119,355		3,007		98,451		970
Liability to Consolidated Fund		0		773		6,000		0

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first, (except where otherwise identified or prescribed). Liability to Consolidated Fund is the difference between "Amount Drawn down against Appropriations" and "Total Expenditure / Net Claim on Consolidated Fund Appropriation". s24 relates to the transfer of Infrastructure Coordination Unit in Premier's Department to the Department of Urban and Transport Planning as per Management Order of April 2003. s25 relates to the transfer of annual appropriation for former Minister Lo Po to Minister Tebbutt \$1.411 million approved in February 2003, Rent increase- GMT building \$157k approved in December 2002, and Marine Parks Authority \$155k approved in November 2002.

Supplementary Financial Statements Program Statements - Expenses and Revenues for the Year Ended 30 JUNE 2003

	Program 4.1.1*		Program 4.1.2*		Program 4.1.3*		Program 4.1.4*		Program 4.1.5*		Program 4.1.6*		Program 4.1.7*		Program 4.1.8*		Not attributable		Total	
	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002
	\$ '000		\$ '000		\$ '000		\$ '000		\$ '000		\$ '000		\$ '000		\$ '000		\$ '000		\$ '000	
Expenses																				
Operating expenses:																				
Employee related	896	878	1,285	1,253	4,121	3,202	1,779	1,443	15,363	12,745	6,609	6,426	10,815	9,667	9,767	4,961	0	0	50,635	40,575
Other operating expenses	541	794	692	559	2,024	1,568	358	582	7,985	9,207	2,292	4,875	8,734	7,858	19,242	6,460	0	0	41,868	31,903
Maintenance	10	14	14	31	16	15	7	13	148	54	7	19	44	67	165	230	0	0	411	443
Depreciation and amortisation	22	15	18	14	96	101	26	29	358	311	172	189	258	171	680	630	0	0	1,630	1,460
Grants and subsidies	0	0	0	0	5,553	3,615	342	22	1	2,000	4,214	10,368	34,134	13,421	2,360	2,525	0	0	46,604	31,951
Other expenses	0	0	0	0	0	0	0	0	383	277	0	0	0	0	1,633	2,492	0	0	2,016	2,769
Total expenses	1,469	1,701	2,009	1,857	11,810	8,501	2,512	2,089	24,238	24,594	13,294	21,877	53,985	31,184	33,847	17,298	0	0	143,164	109,101
Retained revenue:																				
Sale of goods and services	0	0	0	0	166	0	4	2	29	5	1,226	1,499	36	8	414	341	0	0	1,875	1,855
Investment income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	258	282	0	0	258	282
Grants and contributions	0	0	0	0	1,534	1,500	0	1,101	0	0	926	1,360	1,636	1,627	856	58	0	0	4,952	5,646
Other revenue	0	0	0	0	83	202	0	22	1,424	1,719	96	0	5	15	31	211	0	0	1,639	2,169
Total retained revenue	0	0	0	0	1,783	1,702	4	1,125	1,453	1,724	2,248	2,859	1,677	1,650	1,559	892	0	0	8,724	9,952
Gain/(loss) on disposal of non-current assets	0	0	0	0	0	0	0	0	6	0	(4)	0	(8)	0	(12)	(57)	0	0	(18)	(57)
NET COST OF SERVICES	1,469	1,701	2,009	1,857	10,027	6,799	2,508	964	22,779	22,870	11,050	19,018	52,316	29,534	32,300	16,463	0	0	134,458	99,206
Government contributions**																	128,871	97,044	128,871	97,044
SURPLUS/(DEFICIT) FOR THE YEAR	(1,469)	(1,701)	(2,009)	(1,857)	(10,027)	(6,799)	(2,508)	(964)	(22,779)	(22,870)	(11,050)	(19,018)	(52,316)	(29,534)	(32,300)	(16,463)	128,871	97,044	(5,587)	(2,162)

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

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

Notes accompanying and forming part of the financial statements for the financial year ended 30 June 2003

1. Summary of Significant Accounting Policies

(a) Reporting entity

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

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

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

(b) Basis of accounting

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

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2) (n) of the Act.

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

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

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

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

(c) Administered activities

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

(d) Revenue recognition

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

(i) Parliamentary appropriations and contributions from other bodies

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

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

The liability is disclosed in Note 14 as part of 'Current liabilities—Other'. The amount will be repaid and the liability will be extinguished next financial year.

(ii) Sale of goods and services

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

(iii) Investment income

Interest revenue is recognised as it accrues.

(e) Employee benefits and other provisions

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

Liabilities for salaries and wages (including non-monetary benefits), annual leave and vesting sick leave and related on costs are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future. The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

(ii) Accrued salaries and wages- reclassification

As a result of the adoption of Accounting Standard AASB 1044 "Provisions, Contingent Liabilities and Contingent Assets", accrued salaries and wages

and on-costs have been reclassified to "payables" instead of "provisions" in the Statement of Financial Position and the related note disclosures, for the current and comparative period. On the face of the Statement of Financial Position and in the notes, reference is now made to "provisions" in place of "employee entitlements and other provisions". Total employee benefits (including accrued salaries and wages) are reconciled in Note 13 "Provisions".

(iii) Long service leave and superannuation

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

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

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

(iv) Other provisions

Other provisions exist when the department has a present legal, equitable or constructive obligation to make a future sacrifice of economic benefits to other entities as a result of past transactions or other past events. These provisions are recognised when it is probable that a future sacrifice of economic benefits will be required and the amount can be measured reliably.

Any provisions for restructuring are recognised either when a detailed formal plan has been developed or will be developed within prescribed time limits and where the department has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring.

(f) Insurance

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

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

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

*the amount of GST incurred by the department as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.

*receivables and payables are stated with the amount of GST included.

(h) Acquisition of assets

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

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

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

(i) Plant and equipment

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

(j) Depreciation of non-current physical assets

As the department has no heritage assets, depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the department.

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

Depreciation Rates	% Rate
Computer equipment	25.00
Governor Macquarie Tower Building fit out - over the period of the lease	
Furniture and fittings	10.00
General plant and equipment	14.29
Leasehold improvements - over the period of the lease	

(k) Maintenance and repairs

The costs of maintenance are charged as expenses as incurred, except where they relate to the

replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(l) Leased assets

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

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

(m) Receivables

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

(n) Trust Funds

In 2001–02 the department received monies in a trustee capacity for Sesquicentenary of Responsible Government Trust Fund as set out in Note 22. These monies were transferred out in this year 2002–03 as the Trust was established to perform its functions in accordance with the objectives as set out in the Trust Deed.

(o) Other assets

Other assets including prepayments are recognised on a cost basis.

(p) Payables

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

(q) Budgeted amounts

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

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

2. Expenses

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

	2003 \$'000	2002 \$'000
Salaries and wages (including recreation leave)	39,898	34,109
Superannuation	3,268	2,341
Long service leave	3,818	1,137
Workers compensation insurance	348	165
Payroll tax and fringe benefits tax	3,303	2,823
	50,635	40,575

(b) Other operating expenses

Auditor's remuneration		
- audit or review of the financial reports	120	118
Operating lease rental expense		
- minimum lease payments	9,511	9,094
Insurance	80	74
Contractors	9,372	5,315
Motor vehicles	2,596	2,465
Travel	1,614	1,054
Corporate services fees	5,791	4,243
Consultancies	834	545
Committee fees and expenses	249	250
Advertising and community information	975	1,566
Other fees	2,376	1,411
Other operating expenses	8,350	5,768
	41,868	31,903

(c) Depreciation and amortisation expense

Depreciation		
-Plant and equipment	1,630	1,460
	1,630	1,460

(d) Grants and subsidies

Miscellaneous grants approved by the Premier	2,126	2,479
Grants to other budget sector agencies	11,396	7,221
Newcastle Steel Project	10,174	2,050
Community Solutions Fund	10,579	2,757
Grants to external organisations	8,352	9,924
Police Complaint Case Management	2,976	6,467
Regional and Rural Miscellaneous grants	1,001	1,053
	46,604	31,951

The increase in grants and subsidies during the year primarily relates to supplementations received.

(e) Other expenses

Australia Day Council	705	1,687
Special reports and unforeseen expenses	285	199
Parliamentary Remuneration Tribunal	98	78
Protocol expenses	928	805
	2,016	2,769

3. Revenues

(a) Sale of goods and services

	2003 \$'000	2003 \$'000
Actuarial services	383	324
Administrative services and projects	187	525
Publication sales	4	12
Training/seminars	1,058	917
Other	243	77
	1,875	1,855

(b) Investment income

Interest	258	282
	258	282

(c) Grants and contributions

NSW Budget Sector Entities	3,471	3,607
Commonwealth Government	925	1,790
NSW Non Budget Entities	89	59
Public Trading Enterprises	246	198
Private sector- Non Profit	157	(13)
Local Councils	64	5
	4,952	5,646

(d) Other revenue

Motor Services Unit recovery	1,404	1,573
Assets acquired free of liabilities	-	185
Other	235	411
	1,639	2,169

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

Proceeds from disposal of plant and equipment	3	2
Written down value of assets disposed	(21)	(59)
	(18)	(57)

5. Appropriations

Recurrent appropriations

Total recurrent drawdown from Treasury (per Summary of Compliance)	119,355	98,451
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	6,000
	119,355	92,451

Comprising:

Recurrent appropriations (per Statement of Financial performance)	119,355	92,451
	119,355	92,451

Capital appropriations

Total capital drawdown from Treasury (per Summary of Compliance)	3,007	970
Less: Liability to Consolidated Fund (per Summary of Compliance)	773	-
	2,234	970

Comprising:

Capital appropriations (per Statement of Financial Performance)	2,234	970
	2,234	970

6. 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 agencies:

	2003 \$'000	2003 \$'000
Superannuation	3,268	2,341
Long service leave	3,818	1,137
Payroll tax	196	145
	7,282	3,623

7. Programs/activities of the Premier's Department

Program 4.1.1—Services for the Governor's Office

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

Program 4.1.2—Services for the Leaders of the Opposition

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

Program 4.1.3—Review and Reform

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

Program 4.1.4—Equal Opportunity in Public Employment

Objective: Promote equal employment opportunity in the NSW public sector for designated groups and eliminate discriminatory employment practices.

Program 4.1.5—Ministerial and Parliamentary Services

Objective: To manage functions relating to ministerial offices and parliamentary services for the Premier's administration

Program 4.1.6—Public Sector Management Office

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

Program 4.1.7—Strategic Projects

Objective: To maximise the economic, environmental and social benefits of strategic projects for communities at State, regional and local levels.

Program 4.1.8—State Administration Services

Objective: To organise, plan and manage functions for the Premier's administration.

Transfer of Programs (excluding Statement of Accounting Policies Note)

Infrastructure Coordination Unit—Program 4.1.7 Strategic Projects was transferred from the Premier's Department to Department of Urban and Transport Planning as a consequence of a restructuring of administrative arrangements with effect from 1st April 2003. The following summarises the expenses and revenues, recognised by the department up to 31st March 2003 and Department of Urban and Transport Planning from 1st April 2003 to 30th June 2003 for the reporting period:

	Premier's Department Program 4.1.7 1 July 02 to 31 March 03 \$'000	Department of Urban and Transport Planning Program 1 April 03 to 30 June 2003 \$'000
Expenses		
Operating expenses		
Employee related	479	194
Other operating expenses	284	(1)
Maintenance	1	-
Depreciation	5	-
Total expenses	769	193
Retained Revenue		
Sale of goods and services	-	-
Total retained revenue	-	-
Net cost of services	769	193

8. Current assets—cash

	2003 \$'000	2002 \$'000
Cash at bank and on hand	166	7,582
	166	7,582

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

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

Cash (per Statement of Financial Position)	166	7,582
Closing cash and cash equivalents (per Statement of Cash Flows)	166	7,582

A subsidiary bank account was overdrawn by \$23,121.96 as at 30 June 2003, which is being cleared. Approval for the bank overdraft was not obtained in accordance with the Public Authorities (Financial Arrangements) Act 1987.

9. Current assets—receivables

	2003 \$'000	2003 \$'000
Sale of goods and services	1,867	2,305
GST receivable from Australian Taxation Office	2,662	2,117
Other debtors	499	477
	5,028	4,899
Less: Provision for doubtful debts	147	147
	4,881	4,752

10. Current assets—other

Prepayments	29	28
	29	28

11. Non-current assets—property, plant and equipment

Plant and equipment

At Cost	15,859	13,791
	15,859	13,791
Less: Accumulated Depreciation	6,327	4,950
	6,327	4,950
Total Plant and Equipment at Fair value	9,532	8,841

Reconciliations

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

	Plant and Equipment \$'000
Carrying amount at start of year	8,841
Additions	2,348
Additions- work in progress	18
Disposals	(283)
Acc Depreciation written back	249
Depreciation expense	(1,630)
Other movements- Transfer to DUATP	(11)
Carrying amount at end of year	9,532

12. Current liabilities—payables

	2003 \$'000	2002 \$'000
Accrued salaries, wages and on-costs	1,855	1,986
Creditors	4,737	2,718
	6,592	4,704

13. Current/non-current liabilities—provisions

Current liabilities

	2003 \$'000	2003 \$'000
Employee benefits and related on-costs		
Recreation leave	5,559	4,252
Provision for other employee related on costs	57	-
Total Provisions	5,616	4,252
NON-CURRENT LIABILITIES		
Employee benefits and related on-costs		
Recreation leave	272	-
Provision for other employee related on costs	706	-
Total Provisions	978	-

14. Current liabilities—other

Liability to Consolidated Fund	773	6,000
Bicentennial Fund	148	148
	921	6,148

15. Changes in equity

	Accumulated Funds		Total Equity	
	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000
Balance at the beginning of the financial year	6,099	8,261	6,099	8,261
<i>Changes in equity - transactions with owners as owners</i>				
Increase/(decrease) in net assets from equity transfers (Note 16)	(11)	-	(11)	-
Total	6,088	8,261	6,088	8,261
<i>Changes in equity - other than transactions with owners as owners</i>				
Surplus/(deficit) for the year	(5,587)	(2,162)	(5,587)	(2,162)
Total	(5,587)	(2,162)	(5,587)	(2,162)
Balance at the end of the financial year	501	6,099	501	6,099

16. Increase/(decrease) in net assets from equity transfers

(a) Asset and liabilities were transferred to Premier's Department from Olympic Co-ordination Authority

(b) Infrastructure Coordination Unit from Program 4.1.7 Strategic Projects was transferred to Department of Urban and Transport Planning from Premier's Department

Responsibility assumed for Program 4.1.8 State Administration Services	2003 \$'000
Assets transferred from Olympic Co-ordination Authority	
Cash	700
Liabilities transferred from Olympic Co-ordination Authority	
Accruals	(700)
	-
Responsibility relinquished for Infrastructure Coordination Unit Program 4.1.7 Strategic Projects	
Assets transferred to Department of Urban and Transport Planning	
Cash	(57)
Plant and Equipment	(11)
Liabilities transferred to Department of Urban and Transport Planning	
Provisions for employee benefits	57
	(11)
Decrease in net assets from administrative restructuring	(11)

17. Commitments for expenditure

(a) Capital commitments

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

	2003 \$'000	2002 \$'000
Not later than one year	802	311
Total (including GST)	802	311

(b) Other expenditure commitments

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

Not later than one year	314	225
Total (including GST)	314	225

(c) Operating lease commitments

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

Not later than one year	11,753	9,347
Later than one year and not later than five years	37,518	30,021
Later than five years	-	3,636
Total (including GST)	49,271	43,004

The operating lease commitments relate to leasing of office space and motor vehicles.

(d) Grant commitments

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

Not later than one year	18,217	6,000
Later than one year and not later than five years	27,500	-
Total (including GST)	45,717	6,000

The grant commitments relate to the Newcastle Steel Project and Community Solutions Fund.

The commitments expenditure above includes input tax credit of \$8.737 million that are expected to be recovered from the ATO. (2002 \$3.91 million)

18. Contingent liabilities and contingent assets

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

19. Budget review

Net cost of services

The actual net cost of services was higher than budget by \$37.265 million. This is primarily due to higher expenditure associated with \$30.018 million approved supplementations and \$4.842 million over budget in revenue. Overall expenditure was \$42.089 million over budget. Additional Grants payments (\$24.447 million), Other operating expenses (\$9.689 million), and Employee related expenditure (\$7.501 million) are the main contributors towards over budget expenditure. Grants commitment of \$6 million for the Steel project from previous year was paid this financial year 2002-03.

Assets and liabilities

Current assets were \$6.336 million under budget mainly due to a reduction of \$6.499 million in cash. This is due to payments of last year projects commitments being paid this financial year. Receivables is \$162k over budget mainly due to over budget in GST receivables from the ATO, and this is associated with the increase in expenditure.

Current liabilities were decreased by \$1.975 million in total due to the Liability to Con Fund of \$6 million from last year being paid this financial year. The increase of \$1.888 million in Payables was associated with the increase in expenditure. Current provisions was also over budget by \$1.364 million. This is associated with the increase in employee related expenditure.

Non current liabilities were \$978k over budget. This is the long term provisions for employees' recreational leave and other on costs resulted from the application of AASB 1028 Employee Benefits from 2002-03.

Cash flows

Net cash flow from operating activities was above budget by \$5.075 million. This was primarily due to the \$6 million cash transfers to the Consolidated Fund. Cash payments were over budget by \$40.624 million however the impact on budget was alleviated by \$10.614 million over budget in revenue, and \$28.735 million increase in Recurrent appropriation and cash reimbursement from the Crown Entity.

The over budget in cash flow from investing activities (\$1.424 million) relates to the increase in capital appropriation of \$2.2 million.

20. Reconciliation of cash flows from operating activities to net cost of services

Reconciliation of cash flows from operating activities to the net cost of services as reported in the Statement of Financial Performance	2003 \$'000	2002 \$'000
Net cash used on operating activities	(5,185)	3,360
Cash Flows from government/ Appropriations	(123,086)	(94,424)
Acceptance by the Crown Entity of employee benefits and other liabilities	(5,785)	(2,620)
Depreciation and amortisation	(1,630)	(1,460)
Decrease/(increase) in provisions	(2,342)	(656)
Increase/(decrease) in prepayments and other assets	130	2,288
Decrease/(increase) in creditors	(1,769)	178
Net gain/(loss) on sale of plant and equipment	(18)	(57)
Write back non-current assets/non cash revenue	-	185
Decrease/(increase) in other liabilities	5,227	(6,000)
Net Cost of Services	(134,458)	(99,206)

21. Non-cash financing and investing activities

Non-cash financing and investing activities comprise the following:

Assets acquired free of liabilities (see Note 3 (d))	-	185
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22. Trust Funds

In 2002, the Department held money in Sesquicentenary of Responsible Government Trust Fund which is to be used for the Trust's sesquicentenary operations. These monies were transferred out in 2002-03 as the Trust was established and operates as a separate entity for its own purposes. The following is a summary of the transactions in the Trust account:

Cash balance at the beginning of the year	2,000	-
Receipts during the financial year	-	2,000
Payments during the year	(2,000)	-
Cash balance at the end of the reporting period	-	2,000

23. Financial instruments

The following financial assets and liabilities represent this Budget Dependent Agency in the NSW public sector.

Cash

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

The average rate over the year was 3.75% (3.52% in 2002) and the rate at year end was 3.75% (3.73% in 2002).

Receivables

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

Bank overdraft

The department does not have any bank overdraft facility.

Trade creditors and accruals

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No interest was applied during the year. (Nil in 2002).

24. After balance date events

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

25. Restricted assets

	2003 \$'000	2002 \$'000
Bicentennial Fund	148	148
Consolidated Fund Appropriation	773	6,000
Other	115	-
Total	1,036	6,148

Other relates to grants for sponsorship programs which remain unspent as at 30 June 2003.

(End of audited financial statements)

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