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annual
• 1994/95 •
report





DEPARTMENT
OF
PUBLIC WORKS AND SERVICES

1994/95
Annual Report

This report covers the activities of the Department of Public Works and Services from 5 April 1995 when it was created and the activities of parts of the former NSW Public Works, Property Services Group, Commercial Services Group and the Information Technology Policy and Planning Unit of the Premier's Department from 1 July 1994 to 5 April 1995.

Business Addresses & Main Offices

HEAD OFFICE

McKell Building
2-24 Rawson Place
Sydney NSW 2000

Tel (02) 372 8877
Fax (02) 372 7070

HOURS OF OPERATION

8.30 am to 5.15 pm Monday to Friday

METROPOLITAN REGIONAL OFFICES

METNORTHWEST REGION

236 Richmond Rd
Doonside NSW 2767

Tel (02) 672 5111
Fax (02) 672 5255

8.30 am to 5.00 pm Monday to Friday

METSOUTH REGION

Level 7 Civic Tower
66-72 Rickard Road
Bankstown NSW 2200

Tel (02) 795 0777
Fax (02) 795 0888

8.30 am to 5.00 pm Monday to Friday

COUNTRY REGIONAL OFFICES

HUNTER/NEW ENGLAND REGION

117 Bull Street
Newcastle NSW 2300

Tel (049) 26 9711
Fax (049) 26 9954

8.30 am to 5.00 pm Monday to Friday

NORTH COAST REGION

Dalley Street
Lismore NSW 2480

Tel (066) 20 1600
Fax (066) 20 1666

8.30 am to 5.00 pm Monday to Friday

SOUTH COAST REGION

84 Crown Street
Wollongong NSW 2500

Tel (042) 26 8500
Fax (042) 26 8534

8.30 am to 5.00 pm Monday to Friday

WESTERN REGION*

140 William St
Bathurst NSW 2795

Tel (063) 33 4290
Fax (063) 33 4279

8.30 am to 5.00 pm Monday to Friday

RIVERINA REGION*

87 Cooper St
Cootamundra NSW 2590

Tel (069) 42 0204
Fax (069) 42 0276

8.30 am to 5.00 pm Monday to Friday

*Western and Riverina will be integrated during the first quarter of 1995/96 to form Riverina/Western, with regional headquarters at Bathurst.

BUSINESS UNIT ADDRESSES

NSW SUPPLY SERVICE

Level 9, 1 Francis Street
Darlinghurst NSW 2010
Tel (02) 339 7687
Fax (02) 339 7583

INFORMATION TECHNOLOGY SERVICE

Level 10, 1 Francis Street
Darlinghurst NSW 2010
Tel (02) 339 7675
Fax (02) 332 2640

STATE FLEET SERVICES

Level 13, 1 Francis Street
Darlinghurst NSW 2010
Tel (02) 339 7426
Fax (02) 339 7186

GOVERNMENT ADVERTISING AGENCY

Level 1, 1 Francis Street
Darlinghurst NSW 2010
Tel (02) 339 7539
Fax (02) 339 7170

GOVERNMENT INFORMATION SERVICE

Unit 10, Block V
Regents Park Estate
391 Park Rd, Regents Park NSW 2143
Tel (02) 752 1111
Fax (02) 743 7124

GOVERNMENT PRINTING SERVICE

Units 5 & 10, Block V
Regents Park Estate
391 Park Rd, Regents Park NSW 2143
Tel (02) 743 8777
Fax (02) 743 8588

Q STORES

4-6 Huntley St
Alexandria NSW 2015
Tel (02) 318 7888
Fax (02) 318 7886

STATE MAIL SERVICE

15 Everley Rd
Chester Hill NSW 2162
Tel (02) 752 1700
Fax (02) 743 8746

HOURS OF OPERATION

8.30 am to 5.00 pm Monday to Friday

8.30 am to 5.00 pm Monday to Friday

8.00 am to 5.00 pm Monday to Friday

9.00 am to 5.00 pm Monday to Friday

8.30 am to 5.00 pm Monday to Friday

9.00 am to 5.00 pm Monday to Friday

8.00 am to 5.00 pm Monday to Friday

6.00 am to 9.00 pm Monday to Friday



Director-General
Department of Public Works and Services

31 October, 1995

The Honourable Michael Knight, M.P.
Minister for Public Works and Services,
Governor Macquarie Tower,
1 Farrer Place,
SYDNEY NSW 2000.

Dear Minister,

I am pleased to submit the Annual Report of the Department of Public Works and Services for the year ended 30 June, 1995, for presentation to Parliament.

The report has been prepared in accordance with the Annual Report (Departments) Act, 1985, the Public Finance and Audit Act, 1983 and the Regulations under those Acts.

Yours sincerely,

R.J. Eagle,
Acting Director-General.

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*R.D. Christie
Director-General
Department of
Public Works and Services*

Director-General's Message

This Annual Report is the first for the Department of Public Works and Services, a new agency established in April of this year by the incoming Government. As this is a transitional year of reporting, the publication details roles and activities of the new Department from the time of its formation to year's end, along with details of activities undertaken in the preceding period of reporting by those parts of the former agencies that were merged into this one organisation.

Following the establishment of the Department, an independent review was conducted by the Office of the Council on the Cost to Government to determine the appropriate management and functional structure required to make the Government's vision a reality. I am pleased to report that by year's end the majority of recommendations flowing from that review had been activated and implementation was progressing well.

Also evident over that latter period was the capacity of staff to rapidly adapt to changes in an environment of fiscal restraint and significant adjustment.

Arguably, the greatest challenge facing the new organisation revolves around our role in the field of information technology and telecommunications.

The focus in the coming year for the Department will be to develop a framework and strategies that become the catalyst for major improvements in performance and efficiency across the public sector; and a model of best practice to be emulated by the private sector.

Building on the success of the Client Advisory Board that existed within the former NSW Public Works, membership of the Board was expanded in the latter part of the year to include new and smaller clients in order to obtain a broader perspective on the Department's performance and our clients' expectations.

During the year a number of initiatives and innovative practices associated with the building and construction industry were pursued, including development of revised and simple contracts, and an expansion of "partnering" across a range of projects.

Environmental performance is now a key issue, and the Department is well positioned to take a leading role on behalf of Government, with progress well advanced on preparation of a suite of environmental guidelines, the first of which, a timber policy, was released late in the year.

Financially, the results for the year across the organisation were excellent. The Department reported reduced operating costs and productivity increases and an operating surplus of \$37.5 million was achieved. Provision for payment to Government of dividend and taxation equivalents totalled \$27.8 million.

In the year ahead we will strive to build on our peoples' knowledge and skill base, in order to deliver to our clients solutions and high level services.

To all of our staff, I place on record my deep appreciation for the continued co-operation and dedication through the year under some testing periods. To the Minister for Public Works and Services, The Hon. Michael Knight, I extend our thanks for his direction and support through the early formative stages of the new Department.

A handwritten signature in dark ink, appearing to read 'R.D. Christie'. The signature is fluid and cursive, with a long horizontal stroke at the end.

R.D. CHRISTIE,
Director-General.

The Year in Summary

The Department of Public Works and Services (DPWS) was created during the year with the aim of maximising efficiency and reducing duplication within Government. This involved transferring the functions of the former NSW Public Works that were concerned with water policy, planning and funding to the newly formed Department of Land and Water Conservation.

Additionally, all business units of the former Commercial Services Group; the information technology policy and planning functions previously located in the Premier's Department; those parts of the former Property Services Group (PSG) with a strong service component, and the former NSW Public Works were moved under the umbrella of the new organisation.

The specific functions transferred from PSG were: portfolio management and advisory services for both buildings and sites and property management of both office accommodation and general management. Some of these functions were particularly related to heritage properties.

The Olympic Construction Authority that formerly resided with NSW Public Works, was moved to the newly formed Olympic Co-ordination Authority.

Following the reorganisation staffing levels at 30 June were 2632. Natural attrition, and voluntary redundancies early in the year, reduced overall staff numbers by 11 per cent.

Staff training expenditure of 2.9 per cent of gross salaries and wages signifies the importance placed on modernising the skills base within the Department. This is necessary to ensure the Department can meet the demands of the second half of the decade and beyond and establish its place as a pacesetter in:

- total asset management
- construction industry reform
- information technology and telecommunications

- total quality management
- environmental design.

During the year many external bodies bestowed awards on Departmental staff and projects recognising significant achievements in a range of diverse activities, and again indicating the continuing high level advice and service provided by the Department.

Turnover of clients' funds for the year was \$943.1 million and a number of new clients were secured for the various businesses of the Department.

Key strategic activities undertaken on a whole-of-Government basis include:

- chairing the Construction Policy Steering Committee
- developing a new Code of Practice for the construction industry
- assisting the Premier's Department in developing an enhanced Total Asset Management model
- chairing the State Contracts Control Board
- providing industrial relations advice to the Casino Control Authority and Olympic Construction Authority.

An operating surplus of \$37.5 million was achieved in 1994/95. Based on this result the Department has provided for payment to Government of dividend and taxation equivalents totalling \$27.8 million.

The following major infrastructure projects were completed during the year:

- 14 new primary schools, three new high schools, 68 major additions to schools and two senior colleges
- 19 major TAFE college projects
- three new police stations
- Nepean Hospital (Main Building) and Cumberland Hospital Ward (Acute Care Unit)
- the installation of \$20 million worth of electromedical equipment at various hospitals

- 24 new or augmented country water supply and sewerage schemes including Tamworth Water Supply, Forbes Sewerage and Gilgai Water Supply and Sewerage schemes.
- 220 projects by Manly Hydraulics Laboratory
- 45 Coast and Flood projects
- 29 Estuaries, Fishing Ports and Waterways Infrastructure projects
- Pindari Dam enlargement
- facility planning and general property consultancy for 20 Government agencies
- the Museum of Sydney, on the site of First Government House.

Activities continued on behalf of clients on:

- 79 major school projects and 37 TAFE college projects
- 11 major law and order projects including Metropolitan

Remand and Reception Centre at the Silverwater Correctional Complex

- 32 major health projects, including the New Children's Hospital, Westmead, Bankstown-Lidcombe Hospital redevelopment and the Sydney Hospital/Eye Hospital redevelopment
- 95 country water supply and sewerage schemes
- Central Business District Asset Strategy
- Central Railway Station redevelopment and Enfield Marshalling Yards projects
- Honeysuckle redevelopment
- Hunter and Picton Regional Sewerage schemes
- The Sydney Opera House Upgrade program
- City West redevelopment including the Australian Technology Park at Eveleigh.

The Department also:

- continued to meet its objective to achieve full quality assurance in 1994/95
- prepared an Annual Portfolio Review and Annual Insurance Review Report
- entered into a formal Memorandum of Understanding Agreements with the Thai Public Works Department
- launched Parlidex, an interactive database on Government
- launched OBIS, the Olympic Business Information Service
- co-ordinated 19 State Government exhibitors in the Government Pavilion at the Royal Easter Show
- commenced a Strategic Relationship Agreement with Telstra
- commenced a range of innovative contracts for government clients, including distribution contracts for hardware and plumbing, model offer system for purchase of motor vehicles, temporary staff, media placements and medical and pharmaceutical supplies
- extended the Macquarie Bank passenger vehicle leasing facility through StateFleet Services to \$250 million
- initiated Just in Time printing of legislation
- reduced inventory at Q Stores from \$7.3 million to \$6 million.

Hinchinbrook Public School and Doonside Public School were two projects completed during 1994/95



Our Charter and Role

The Government's policy paper *Labor's Plans for Public Works* strengthens the role and opportunities for the new Department of Public Works and Services to contribute to the Government's vision for New South Wales. The Department was established by Government Gazette on 5 April 1995. Its primary focus is to help other departments and agencies deliver better and more efficient services to the wider community.

The new Department of Public Works and Services is:

- the Government's impartial adviser, especially in providing a client service on key resource issues such as a sensible Total Asset Management (TAM) approach to clients' assets
- a pacesetter in establishing a whole-of-Government approach in the application of:
 - building and construction industry policy
 - the strategic management and disposal of government property assets
 - information technology and telecommunications (IT&T)
 - procurement and supply of a wide range of goods and services
- a pacesetter in environmentally sensitive design
- a provider of quality services to other agencies to improve their efficiencies.

IMPARTIAL ADVISER

The Department's strengthened role means that it now not only provides impartial advice to other departments and agencies on how to construct buildings, but also assists them to deal with a range of complex asset management issues. This includes finding the best strategies for managing existing assets and the provision of alternative service solutions and it entails emphasis being placed on non-build solutions, such as the more effective use of human resources and technology rather than new capital works.

INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

As a key provider of services to other agencies, the Department of Public Works and Services has a pivotal role in establishing the New South Wales Government as a pacesetter in the innovative use of information technology and telecommunications.

The use of standardised systems, shared information and solutions will allow government departments and agencies to deliver direct, seamless services to the community

resulting in better, faster, more comprehensive and lower cost services.

Developing a balanced and co-ordinated IT&T policy for the State will assist in the creation of a globally competitive State economy, help to make the State's private sector world class and reduce the cost of Government.

ENVIRONMENTAL DESIGN AND CONSTRUCTION

The environmentally sensitive design, construction and management of public assets is increasingly important to the public and Government alike.

The Department of Public Works and Services is well placed to lead the Government in its efforts towards the use of non-renewable fuel resources and energy conservation, both in the construction of public assets and the management of those assets.

The Department continues to demonstrate its commitment to ecologically sustainable development in all its dealings and will work in conjunction with the Department of Energy to develop strategies towards more efficient energy management of existing buildings.

QUALITY SERVICES

The Department of Public Works and Services is taking steps to place itself at the cutting edge of modern practices and techniques. Reform within the Department is being accelerated to ensure that clients' evolving needs are better served.

Cultural change and modernisation of its skills base are high priorities. Strategies to promote the maximisation of opportunities for both the Department and our clients are being developed. Effective approaches are being established with clients to explore opportunities for improving current activities and delivery mechanisms. The expanded Client Advisory Board now in place is one such strategy.

Other strategies include infrastructure partnerships with the private sector which, when properly planned, can provide substantial benefits for the Government. Innovative quality solutions, risk management, property services, construction industry reform, non-build/build service delivery, commercial services and high quality advice are all key service areas for the new Department of Public Works and Services.

The Organisation

EXECUTIVE AT 30 JUNE 1995

R D CHRISTIE, BE, ASTC, FIE Aust, FAIM
Director-General

R J EAGLE, BE, FIE Aust
Acting Director, Commercial Business Division

M HANNON, BE, LGE, MIE Aust
Acting Director, Operations Division

B HUNT, B Ag.Ec (Hons), MBA, PhD, FAIM, FCPA, FICD
Acting Director, Client Service Division

C POULTER, BE(Hons), Grad Dip Mgt
Deputy Director, Client Service Division

A GRIFFIN, BSc (Civil Eng), Grad Dip Admin, MIE (Aust)
Acting Director, Policy Division

R TOUT, B Bus, Dip Tech Pub Admin, FAIM
Acting Director, Information Technology and
Telecommunications Division

M LILLEY, B Bus (Accounting), M Bus
(General Management) ASA, AFAIM
Acting Director, Corporate Services Division

P LOPERT, BSc (Hons), MSc, MScSoc
General Manager, Commercial Services

P SCARLETT, MNIA
Corporate Finance Manager

L KELLY, M Arch (Hons), M Arch, M City Planning (Penn),
ARAIA

Acting Director, State Projects

Mr R D Christie was appointed Director-General on
3 May, 1995.

Mr J Connor retired as Director, Operations Division, NSW
Public Works on 2 September 1994.

Mr N Turner, former Director, Water Services Policy, NSW
Public Works, transferred to the Department of Land and
Water Conservation on 5 April 1995.

Mr G Messiter, Managing Director of the former Commercial
Services Group transferred to the State Rail Authority on
28 April 1995.

POSITIONS PREVIOUSLY HELD BY THE EXECUTIVE

Mr R Eagle was formerly the Director, State Projects
Division, NSW Public Works.

Mr M Hannon was formerly the Director,
Operations Division, NSW Public Works.

Mr B Hunt was formerly the Director, Estate Management
Division, Property Services Group.

Mr A Griffin was formerly the Director, Asset Management
and Construction Policy Division, NSW Public Works.

Mr R Tout was formerly the Director, Corporate Support
Division, NSW Public Works.

Mr M Lilley was formerly the Chief General Manager,
Finance, Property Services Group.

Mr L Kelly was formerly the Director, Client Service
Division and Government Architect, NSW Public Works.

Mr C Poulter was formerly Deputy Director, Client
Service Division, NSW Public Works.



*Standing (l to r) Col Poulter,
Blair Hunt, Alan Griffin,
Peter Scarlett, Mike Hannon,
Lindsay Kelly
Seated (l to r) Mick Lilley,
Ron Christie, Ron Eagle, Rod Tout*

CLIENT ADVISORY BOARD

The Client Advisory Board operated within NSW Public Works for approximately three years. The Board continues to provide a forum for open discussion with major clients on issues relating to organisational change, the Department's performance and other issues of mutual concern or mutual advantage.

With the creation of the new Department, the Client Advisory Board membership was expanded and the Terms of Reference reviewed to include a strategic overview of whole-of-Government issues such as information technology and telecommunications, total asset management and the environment.

The previous Board met at three monthly intervals and discussed issues such as:

- electronic data links
- standards of reporting
- strategic directions for the Treasury and Premier's Department
- results of client surveys
- the Construction Policy Steering Committee and construction industry reform.

The new Board met for the first time on 15 June 1995 and focused on reviewing its Terms of Reference and on information technology and telecommunications matters. The Minister for Public Works and Services attended this meeting to explain the Government's intentions for the Department of Public Works and Services and the Client Advisory Board.

The membership of the Client Advisory Board Prior to April 1995 was:

Mr Ron Christie, Director-General, NSW Public Works (Chairman)

Mr John Wyn Owen, Director-General, Department of Health

Mr Tony Lauer, Commissioner, NSW Police Service

Dr Ken Boston, Director-General, Department of School Education

Mr Gary Byron, Director-General, Department of Courts Administration

Mr Brian Melloy, Managing Director, Property Services Group

Mr Gordon Messiter, Managing Director, Commercial Services Group

Dr Gregor Ramsey, Managing Director, NSW TAFE Commission

Major-General Neville Smethurst, Commissioner, Department of Corrective Services

Mr Paul Broad, Managing Director, Sydney Water

Mr John Brew, Chief Executive Officer, State Rail Authority (part year).

The members of the current Client Advisory Board are:

Mr Ron Christie, Director-General, Department of Public Works and Services (Chairman)

Dr Ken Boston, Director-General, Department of School Education

Ms Jane Diplock, Managing Director, NSW TAFE Commission and Director-General, Department of Training and Education Co-ordination

Mr Tony Lauer, Commissioner, NSW Police Service

Major-General Neville Smethurst, Commissioner, Department of Corrective Services

Mr Paul Broad, Managing Director, Sydney Water

Mr Gordon Messiter, Acting Chief Executive Officer, State Rail Authority

Mr Laurie Glanfield, Director-General, Attorney-General's Department

Dr Col Gellatly, Director-General, Department of Land and Water Conservation

Mrs Gabrielle Kibble, Director, Department of Urban Affairs and Planning

Dr John Kelly, Director, Zoological Parks Board of New South Wales.

Performance Measures 1995

	Minimum standard Target	(1) 94/95 Actual	(Est) 95/96 Target	(Est) 96/97 Target	(Est) 97/98 Target
EFFICIENCY					
Employment		2632	N/A	N/A	N/A
Total Expenditure (\$M)		308.5	317.9	308.7	308.7
Revenue per employee (\$'000)		131.9	129.4	136.9	140.9
Hrs lost to Industrial Disputes					
-per employee		0	0	0	0
-total ('000)		0	0	0	0
Average days sick leave/employee:					
-Salary staff	5.0	5.59	5	4.5	4
-Wages staff	5.0	6.5	6	5.5	5
-Total staff	5.0	5.7	5.6	4.6	4.1
Employee Safety Measure % (2)	0.25	0.273	.265	.26	.255
SERVICE					
Number of construction contracts let >\$0.25M		399	NA	NA	NA
Total number of construction contracts let		1857	NA	NA	NA
Throughput (\$M) (3)		936.4	NA	NA	NA
Building Projects: (4)					
-Completed On Time (%)	95.0	96.0	95	96	97
-Completed On Budget (%)	95.0	100.0	96	97	98
-Completed On Time and On Budget (%)	95.0	98.0	95	96	97
Engineering Projects: (5)					
-Completed On Time (%)	95.0	98.7	96	97	98
-Completed On Budget (%)	98.0	100.0	98	99	99
-Completed On Time and On Budget (%)	95.0	98.7	96	97	98
Minor Works & Maintenance Projects: (5)					
-Completed On Time (%)	95.0	99.0	96	97	98
-Completed On Budget (%)	95.0	99.0	96	97	98
-Completed On Time and On Budget (%)	95.0	99.0	96	97	98
Value of purchases through goods & services period contracts (\$B)		1.275	1.275	1.301	1.327
Number of goods & services contracts		590	NA	NA	NA
Number of goods & services contract line items		126500	NA	NA	NA
Number of vehicles leased by StateFleet		10938	11580	12300	13020
Capital assets under management (\$M)		384	384		
Commercial space under management (square metres)		316603	316603		
Number of commercial properties/building under management		161	160		
Crown property sales (\$M)		94.5	154.2		
Communications carrier rebates to NSW Government (\$M)		27	36		

	(1)	Est	Est	Est
	94/95	95/96	96/97	97/98
	Actual	Target	Target	Target
FINANCIAL				
Government funded Services (\$M) (6)	29.3	29.2	29.0	29.0
Asset Sales (\$M) (8)	7.9	118.9	4.9	4.9
Recurrent Subsidy (\$M)	0	0	0	0
Operating Result (\$M) (7) (9)	37.5	14.9	15.8	15.6
Return on Shareholders Funds (%) (8) (9)	13.2	6.7	10.7	9.6
Dividend/Tax Payments to Government (\$M) (9)	27.8	12.7	13.1	12.9

FOOTNOTES

NA Not available

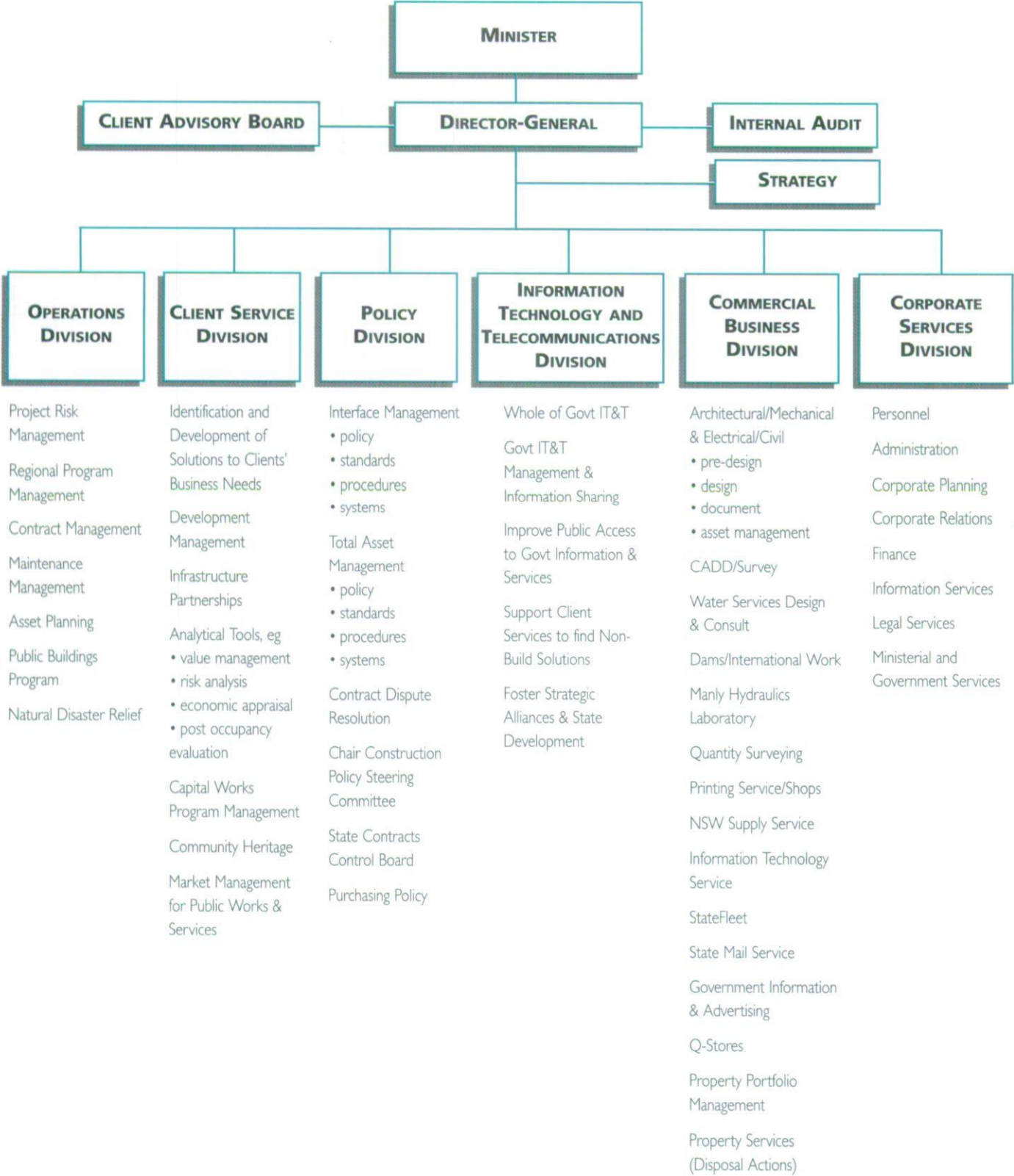
1. All dollar amounts reported in actual and June 1995 prices.
2. Total time lost from work-related injuries in hours divided by total time worked, expressed as a percentage.
3. Throughput is total operating costs plus total output (works managed). Includes construction and maintenance costs.
4. Relates to all Public Works and Services' projects over \$500,000.
5. Relates to all Public Works and Services' projects over \$100,000.
6. Services and activities performed for Government which are not funded through fees from clients.
7. Operating result before income tax equivalent payment to Office of State Revenue.
8. Based on average equity. The results for 1995/96 vary significantly due to the proposed sale and lease back of StateFleet Services' motor vehicles.
9. Results in 1994/95 reflect an amount of \$14 million in revenue from a number of one-off sources including asset sales, commissions and insurance rebates which will not be repeated in 1995/96.

COMMERCIAL SERVICES GROUP'S PERFORMANCE

Target	Outcome
Progress the reorganisation of the Group's structure in accordance with agreed future strategic directions.	The re-organisation has been subsumed with the restructure of the Commercial Services Group into the Department of Public Works and Services.
Develop enterprise agreements: commence negotiations within seven units by March 1995.	A number of former Commercial Services Group businesses commenced negotiations towards enterprise agreements. Development of an agreement across the former Group will now be re-evaluated in light of the policy of the new Government and the integration of CSG units into the new department.
Complete the introduction of a commercial vehicles leasing facility for Government organisations.	Achieved. Agreement was finalised for a financial package. Initial drawdowns are planned by the end of September, 1995.
Expand Legidisk package range to meet individual and specialised customer needs.	Achieved. Packages were developed for State Finance Law, collieries and others for various government agencies.
Introduce the Government Directory on disk.	Achieved. Parlidex, an interactive database which includes the Government Directory on disk, was launched in October 1994.
Oversight the launch of the Stored Value Card pilot scheme by 30 June 1995.	Extensive planning by the Government's preferred tenderer, Quicklink, has been undertaken for a pilot scheme in Newcastle to commence in the second half of 1995.
Officially launch Phases 1 and 2 of the Government's Radio Network (GRN) by 30 December 1994.	Both Phase 1 (Greater Sydney Metropolitan Area) and Phase 2 (Newcastle, Wollongong, Orange, Queanbeyan and Muswellbrook coverage) became operational. No official launch was undertaken.
Complete the construction of Private Network (PN) component tandem sites for the Telephone and Data Network (TDN) by 31 March 1995.	Achieved. All sites were cut over by 5 January 1995.
Manage the cellular contract with Optus: convert existing services and add new services to achieve 2000 mobile service connections.	Achieved. Optus has migrated some 4500 mobile phones under the Government's service agreement. The rebate procedures were established and distributions commenced.
Establish a cleaning site inspection service.	Achieved. A dedicated inspection team was formed to more effectively monitor cleaning performance on ex-Government Cleaning Service sites. Inspections are being conducted at the rate of 3000 per annum and the results are subject to independent analysis.

Commercial Targets 1994/95			Outcome
	Budget Full Year	Budget Nine Months to 31 March	Actual Nine Months to 31 March
Sales	\$123.1 million	\$99.265 million	\$108.03 million
Profit (after tax & dividends)	\$9.5 million	\$4.21 million	\$7.5 million
Profit on sales	7.7%	4.2%	6.9%
Gross margin on sales	39.6%	42.7%	41.7%
Dividend payable to Treasury	\$6.6 million	\$4.2 million	\$6.7 million

Corporate Structure



RESTRUCTURING

The Department of Public Works and Services was established to provide a strong advisory role to Government reflecting the Government's commitment to provide modern services that respond to the changing needs of the community and Government.

Following the Department's establishment the Minister for Public Works and Services commissioned an independent framework review by the Office of the Council on the Cost of Government which recommended an organisational structure based on six divisions.

The purpose of the new framework is to maximise efficiency of work practices, effect cultural change and promote skills development to ensure the Department is at the cutting edge of modern practices and techniques. Recommendations from the framework review had been substantially implemented by 30 June. A flatter structure achieves corporate savings of approximately 60 staff and rationalises Senior Executive Service (SES) numbers by one third.

Mr Ron Christie was appointed substantively to the position of Director-General effective on and from 3 May 1995.

Mr Christie had acted in this position from the new Department's inception. Acting Divisional Directors were appointed to the six divisions and staff will be assigned positions within the new divisions once the internal divisional structures have been developed.

During the restructure, all staff were provided with regular Communications Bulletins that advised of implementation progress, answered their questions and promoted a Staff Hotline established to enable staff to ask questions about the changes and air their concerns.

The functions of the new divisions are:

Client Service

The division is structured around close liaison with clients. Separate groups have been established for solutions development and solutions innovation that with the Product

Evaluation Unit will assist the division to be an innovative problem solver; providing impartial advice to client agencies. A marketing development function operates across the division to appropriately position the Department with its clients.

Commercial Business

The structure reflects the integration of property functions, commercial services and State Projects with a separate unit supporting business management, business development and marketing functions. Functions relating to international marketing and co-ordination and the Manly Hydraulics Laboratory are also provided by this division.

Corporate Services

The division incorporates finance, personnel, information services, executive support, legal and corporate relations functions with the establishment of an accounting and human resources service centre.

Information Technology and Telecommunications

The structure supports the key role of establishing a whole-of-Government approach in the application of information technology and telecommunications. The division is structured around policy and client solutions, development, telecommunications services and whole-of Government contracts. The division will assist government agencies attain best value for money in the development, procurement, management and common use of IT&T infrastructure. It will formulate policies, procedures and performance standards, accelerate the co-ordination and development of IT&T strategies, and ensure IT&T is integrated with all business planning activities.

Operations

The regional and major project reporting structures have been streamlined in accordance with the Department's new role. There is to be a reduction in the number of regions from seven to six by combining Riverina and Western

Regions, reflecting the Department's objectives of delivering clients' projects and programs in the most efficient manner:

The amalgamated region will be managed from Bathurst and supported by local centres. Some project offices are also now integrated with regional offices. Those immediately affected include the Hunter Sewerage Project and the Sydney Opera House Upgrade project.

A solutions implementation group manages the delivery of solutions, including IT&T solutions, determined by Client Service Division. The group operates closely with, and on behalf of, the regional managers to ensure the division contributes appropriately to solution development and implementation of those solutions.

A business management and development group provides finance and resource management support, develops alternative building maintenance strategies, manages the Public Buildings Program and manages the Department's involvement in natural disaster relief and emergency management.

The contracting out of maintenance work and withdrawal from associated day labour activities will continue.

Policy

In line with Government policy, the structure integrates purchasing policy functions with whole-of-Government initiatives embracing total asset management and construction industry reform.

The division does more than define policies, procedures, and performance standards, for it also plays a pivotal role in communicating and monitoring standards of behaviour expected to be met by individuals and firms wishing to do business with the Government. As a result, Policy has a significant influence on change that is occurring within both the public and private sectors.

The division does this by providing advice to Government and other divisions on interface and procurement policy, contracts, industry relations and quality initiatives.

Accordingly, the division is structured in such a way that it is able to marshal specialist skills and expertise as circumstances demand.

For example, the division collaborates closely with other agencies through committees and several inter-departmental working groups formed to address specific construction industry issues, and to lock-in reforms and productivity mechanisms as the industry enters a period of renewed activity.

In a similar way, the division is helping to establish New South Wales in a leadership position in public sector management practices through its work with national bodies that are formulating ways to address issues in purchasing and asset management.

People

STRATEGIC HUMAN RESOURCES PLAN

A strategic human resources plan was developed for the year. The aim was to establish a work environment that assists in attracting and retaining the best people, provides leadership and clear direction, and encourages and recognises high levels of performance.

This plan recognised a number of trends in the changing context of work including: technological changes and associated competency requirements; the changing composition of the workforce; and, flexible patterns of work.

In addressing these trends there were some key emphases that were implemented through the plan. These included:

- developing more flexible employment conditions to attract and retain appropriately skilled staff
- defining current and future competency requirements, then providing training and development to maintain and enhance the skills of staff to meet these needs
- ensuring, through a performance management system, that work objectives were set in line with business plans and that performance feedback and development was provided to staff to help achieve these objectives.

More importantly, an emphasis was placed on strengthening the role and skills of line managers in managing their people, so that human resources would become integral to the operations of the business.

STAFF NUMBERS

During 1994/95 staff numbers were reduced by 11 per cent from 2957 to 2632. This reduction was achieved principally through continued efficiencies and natural attrition that included 63 salaried staff and 25 wages employees who accepted voluntary redundancy. Distribution of staff across disciplines remained relatively constant.

A restructure of Senior Executive Service (SES) positions in line with government and ministerial objectives for the organisation was initiated in the latter part of the year, reducing the year end number of SES positions by 34 per cent. Officers in affected SES positions were advised in June and the restructure will be effected through the first half of the 1995/96 year.

Preliminary information from the new database indicates an average of 5.7 days sick leave per person, and this will form the basis for comparisons in future reports as the issue of sick leave continues to be addressed.

Staff as at 30 June 1995

Public Sector Management Act	2171
Wages Staff*	424
Special Employment Schemes	15
Apprentices	3
Other	19
TOTAL	2632

*Includes apprentices employed in the building trades.

Numbers and Distribution of Staff	1994/95	1993/94	1992/93	1991/92
Engineers	288	404	448	482
Architects	129	136	161	165
Technical Officers	96	133	256	568
Contract Supervisors	110	120	161	186
Cleaning and Supervisory Staff	0	0	5635	5438
Clerical Support*	1030	1326	1293	1366
Wages Staff	424	474	573	650
Others	555	364	388	438
TOTAL	2632	2957	8915	9293

*Clerical Support: This classification is not a functional description. Rather, it covers all staff who are identified for salary purposes within the Administrative and Clerical classification as opposed to the technical classifications such as Engineers or Architects. It includes professional, managerial, business management, client service and some technical staff, and this classification is increasingly being used as salary scales are rationalised.

Number CES/SES	1994/95	1993/94	1992/93	1991/92
Level 7	2	2	2	1
Level 6	1	2	2	2
Level 5	5	6	6	5
Level 4	9	8	9	8
Level 3	14	13	11	10
Level 2	17	21	18	18
Level 1	31	38	44	41
TOTAL	79	90	92	85

Note: In 1994/95, four SES staff were female.

STAFF DEVELOPMENT AND TRAINING PROVISION

Training expenditure throughout the Department of Public Works and Services during 1994/95 was \$2,738,247 or 2.9 per cent of gross salaries/wages. The main skills areas on which staff development focused were service delivery, management development, business skills and the enhancement of computer and technical skills.

A client relations program encompassing marketing and service skills was implemented for all staff in Water Services Policy Division as a pilot for cross organisational delivery. This was based on client relations competencies identified for staff at four levels of responsibility for outcomes in this area.

The majority of computer training during the year supported organisation-wide implementation of Word for Windows 6 and the full suite of Microsoft office products.

A training program for Infrastructure Partnerships was developed to explain the principles and process involved in this emerging service.

Many of the above programs were made available to other departments with similar development needs on a fee-for-service basis. The Department of Public Works and Services also delivered training programs to other departments and local government in key areas associated with its role in government. For example:

- there was a significant expansion in training programs conducted in Contract Administration (1220 attendees at

three course levels) and Quality Assurance (1775 attendees)

- Value Management familiarisation courses were conducted for the Department and for client agencies including the Roads and Traffic Authority.

PERFORMANCE MANAGEMENT

Performance management systems were in operation across the organisation throughout the year for both Senior Executive Service and other staff.

These systems:

- ensure there is a link between the business plans and the outputs for individual staff to achieve
- provide a basis against which to assess the performance of staff and determine their future training and development needs.

Training in the use of the systems has been made available across the organisation.

As part of a process of continuous improvement, research on the systems has been conducted during the year through staff focus groups and surveys. This research:

- has highlighted staff enthusiasm for the opportunity to clarify the performance expectations of their managers and to discuss development needs
- has suggested some refinements to make the systems more user friendly and better aligned to the future needs of the organisation.

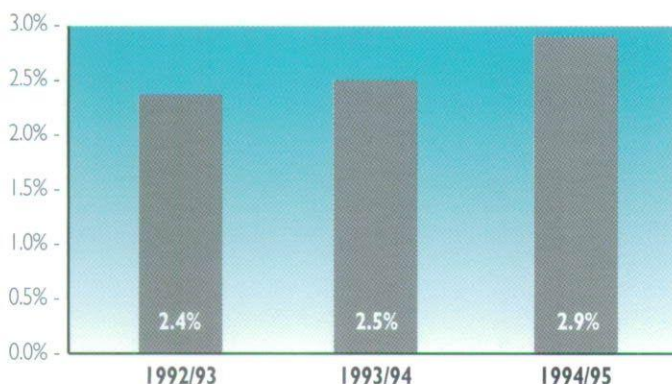
INTERNAL COMMUNICATIONS SURVEY

The third annual Internal Communications Survey was held for NSW Public Works staff in March 1995.

The results were analysed by organisation, division, branch and section, allowing problem areas to be identified and trends to be monitored at the lowest level.

Strategies for improvement were identified and staff encouraged to forward additional suggestions to their managers or supervisors. A total of 781 responses were received, giving a response rate of 48.9 per cent.

Training Levels and Expenditure



Overall levels of satisfaction with communications improved since the last survey, indicating that measures to improve communications were successful. However, there are areas where even these increased levels of satisfaction are below desirable levels and management will be concentrating on these areas.

EQUAL EMPLOYMENT OPPORTUNITY

The Department of Public Works and Services develops and maintains a comprehensive Equal Employment Opportunity Program and Management Plan. Managers and supervisors continue to be directly involved in the implementation of the Management Plan by integrating equal employment opportunity principles into their human resource management practices.

Achievements in EEO for 1994/95 included:

- continued participation in the Australian Traineeship System, with five of seven trainees being women
- implementation of flexible and family friendly work policies and practices
- establishment of a Women's Network, with liaison officers throughout the organisation
- provision of work experience placements for two people with disabilities under a schools' work experience program for students with an intellectual disability
- circulation throughout the organisation of information about vacation care programs, and provision of funding for vacation care programs in selected business units
- issue of *Guidelines for Managers and Supervisors: Elimination of Harassment and Discrimination in the Workplace*
- inclusion of EEO coverage in recruitment and selection training courses
- conduct of seven courses in skill areas including business communication and career planning for EEO target group members under Clerk Grade 2 or equivalent grade. Also assertiveness training conducted for women and other groups.

Through these initiatives EEO has become a central concern of all Managers in the management of their people, and the level of understanding of equity and diversity issues has now been elevated across the organisation.

In 1995/96 the Department will continue to build on these achievements. In particular, the Women's Network will be empowered further; application of the merit principle will be monitored throughout the selection and redeployment activities associated with the restructure, and EEO principles will be included in the skills development framework being built for the Department. These initiatives will ensure advances continue to be made in this area.

Representation and Recruitment of Aboriginal Employees and Employees with a Physical Disability

	# Total Staff			Aboriginal Staff			* PWPD		
	94/95	93/94	92/93	94/95	93/94	92/93	94/95	93/94	92/93
TOTAL EMPLOYEES	2208	2704	8540	17	20	83	121	138	879
				0.7%	0.7%	0.9%	5.4%	5.1%	10.3%
RECRUITED IN YEAR	212	329	237	1	3	1	Nil	5	5

#Total Staff As data in this table is drawn from the centralised payroll system, Wages Staff, who are paid at a local level, are not included.

*PWPD People with physical disabilities.

**1992/93 Total for 1992/93 includes staff from the subsequently divested Government Cleaning Service.

Representation of EEO Target Groups Within Salary Levels

	#Total Staff			Women			*NESB		
	94/95	93/94	92/93	94/95	93/94	92/93	94/95	93/94	92/93
<\$20,731	23	33	46	11 47%	22 66.6%	22 47.8%	2 8.7%	2 6%	6 13%
\$20,732-\$27,231	386	421	484	145 37.5%	166 39.4%	224 46.2%	91 23.5%	109 25.9%	100 20.6%
\$27,232-\$30,441	265	302	337	150 56.6%	160 52.9%	160 47.4%	59 22.2%	79 26.2%	76 22.5%
\$30,442-\$38,523	436	501	700	143 32.7%	144 28.7%	157 22.4%	92 21.1%	125 25%	114 16.2%
\$38,524-\$49,816	723	812	812	122 16.8%	107 13.2%	113 14%	165 22.8%	184 22.7%	124 15.3%
\$49,817-\$62,270	267	52	482	28 10.4%	45 8.6%	31 6.4%	71 26.5%	90 17.2%	68 14.1%
>\$62,271	108	95	109	6 5.5%	5 5.2%	5 4.6%	11 10.1%	11 11.6%	9 8.2%
**GCS Operative Staff	0	0	5570	0 0%	0 0%	4022 72%	0 0%	0 0%	750 14%
TOTAL	2208	2704	8540	605	649	4734	491	600	1244

#Total Staff Does not include Wages Staff

*NESB Non English Speaking Background

**GCS Government Cleaning Service

APPRENTICESHIPS

At 30 June the Department of Public Works and Services had 44 apprentices employed in the building trades and three apprentices under special employment schemes. During the year 17 apprentices were recruited and 16 completed their indentures. Of those who completed their apprenticeship, three were retained to participate in a Building Cadet Program which is a Departmental initiative to train and develop promising apprentices.

An apprentice stonemason who participated in the 1994 Sydney Regional WorkSkill competition for Stonemasonry won his section and, as a representative of the Department, participated in the *National WorkSkill Australia* finals that were held in Melbourne.

The Department will continue to participate in the training and development of apprentices within the building industry.

TRAINING AND EMPLOYMENT SCHEMES

Employment opportunities were provided for seven trainees through the Australian Traineeship System, all in the category of Office Skills, Clerical. The trainees were located in regional locations in New South Wales and in Head Office. The trainees develop on-the-job experience to complement the off-the-job skills gained at New South Wales TAFE colleges.

During the year, the Department also participated in the Graduate Development Scheme. Presentation nights were held at seven universities throughout New South Wales and six graduates were selected to participate in the scheme for a period of up to two years. A structured program was offered to the graduates and opportunities were provided in commercial development, finance and property, site experience, project management and financial skills development.

There are currently 20 Architectural Trainees attached to the Department undertaking practical work during University breaks. The traineeships, which will continue for the duration of the students' courses, are important in that they provide valuable work experience to complement trainees' studies and provide the New South Wales construction industry with well qualified architects.

INDUSTRIAL RELATIONS

Enterprise bargaining continued to be the major issue, with emphasis on ensuring the effective participation of all staff.

Two Enterprise Agreements were registered during the year. The first covered staff of the former Property Services Group. This agreement was awarded one of only five *New South Wales Enterprise Focus Awards* granted throughout the State by Department of Industrial Relations, Employment, Training and Further Education. With the discontinuance of the PSG in April 1995, the agreement ceased to cover any staff.

The second agreement covers the wages staff of the former NSW Public Works. This agreement is the largest made in the New South Wales building and construction industry by a single employer and covers approximately 450 staff. The implementation of this agreement has been a priority with a working party developing selection criteria and refining job level descriptions for the extended career structure which is a feature of the agreement.

The State Mail Service Enterprise Agreement continues to cover approximately 150 staff members with its emphasis on self managed teams and increased operational flexibility.

Enterprise Bargaining negotiations continued with the unions representing the former NSW Public Works salaried staff and staff of the Government Printing Service. Information sessions on enterprise bargaining were presented to staff of the Government Information Service and the Government Advertising Agency.

Consultation with staff and their unions occurred throughout the year for both information sharing and issue resolution

purposes. Working parties met to monitor each of the enterprise agreements.

In August 1994, the New South Wales Industrial Relations Commission found that over 7000 staff of the Government Cleaning Service had been made redundant when the Service was sold in early 1994, notwithstanding that they received offers of employment with new owners. The Government appealed this decision to grant redundancy payments. On 24 May 1995, a Full Bench of the Commission dismissed the former Government's appeal and allowed the original decision to stand.

No time was lost during the year as a result of local industrial action.

OCCUPATIONAL HEALTH, SAFETY AND REHABILITATION

The Department of Public Works and Services achieved a result of only 0.273 per cent of available working hours lost due to workplace injury.

The integration of occupational health, safety and rehabilitation management in all aspects of the Department's activities was enhanced with the issue and circulation of the *Occupational Health and Safety Management Manual* during the year.

The Occupational Health, Safety and Rehabilitation Committees continued to perform a valuable role with their skills and experience in information dissemination, problem identification, provision of recommendations and promotion of general safety, which is continually improving.

In addition, response to employee concerns was made in the form of Stress Management and Personal Well-being courses developed and delivered by the Department's Staff Development section.

On an operational basis, the following occupational health, safety and rehabilitation initiatives were taken:

- a site safety management course was introduced for Operations Division staff and 547 personnel are now accredited

- a hazardous substances seminar was held with 28 regional staff attending. The seminar covered a wide range of topics from hazardous substances regulations, asbestos management, WorkCover's Asbestos Unit, disposal of hazardous substances and the revised Hazardous Substances Contract Documentation.
- contractual clauses pertaining to OHS&R were revised with contractors required to submit for review Safety Management Plans, Statements of Responsibilities, Site Safety Rules prior to commencement of the contract, as well as Safe Work Methods Statements for work with a significant risk
- contractors' Performance Reports were revised to include contractors' OHS&R performance as one of the items considered during performance reviews. Consideration is given to contractors' adherence to good safety practices and how safety is managed on site.
- "Site Safety Audits" were undertaken on over 100 projects by the Operations Division with the aim of proactively working with contractors to improve the standard of safety on construction sites.

STAFF AWARDS

Many of the Department's business units operated local level award schemes during the year to highlight the continuing commitment of staff members, as both individuals and teams, to improving the quality of service the Department provides to clients.

The Director-General also personally sponsored a number of awards to reward and honour those staff members who

consistently achieved Best Practice in meeting and exceeding clients' needs and expectations.

The range of staff achievements was varied and included the development of innovative work procedures, excellence in client service and the implementation of Quality Assurance. For example:

- A team received an award for developing a business plan covering provision of asset management services to local government.

The team developed the plan largely as a skills development exercise in conjunction with the New South Wales Enterprise Workshop Business in Growth Program, but the quality of their work was such that the plan was endorsed and put into operation in the Department.

The plan represented a "total" approach to strategically position the Department's future directions with local government and develop that business connection to both the clients' and the Department's advantage.

- Another award was given to an officer for dedication and skill under extreme pressure and the ability to take appropriate and decisive action when required.

This recognition not only included his major effort to clear a school site of rubble and provide demountable classrooms so that the school could open on time after the bushfires of January 1994, but also included resuscitating and saving the life of a boy who was rescued from drowning in a swimming pool near his work site.

At a special award presentation these and other officers were presented with certificates and thanked for their contribution to the Department and the community.

EXTERNAL AWARDS

Occupational Health, Safety and Rehabilitation Management Practices

The Government Printing Service received a silver diploma from the Treasury Managed Fund for the second year running for good control and implementation of Occupational Health Safety and Rehabilitation management practices.

*Recipients of Staff Awards (l to r)
Pat Carr,
Alex Petkevanny,
Hudson Sweeting
and Martin
Harrap with
Ron Christie,
Director-General*



Federal Government Technology Productivity Award Scheme

In March 1995 the Contract Administration Management System (CAMS) received the Silver Award (New South Wales) for the Federal Government Technology Productivity Award scheme. The award recognised the unique character of the system and flow-on efficiencies created with its use.

The Department's Technology Unit also won a Silver Award for computer visualisation of the future Olympic Stadium.



Members of the Electronic Information Systems Group, Commercial Business Division presented with their Silver Award. (l to r) Lewis Causey, Bob Funnell, Lyle Timmins, Deputy Commissioner N.O. Taylor A.P.M. (NSW Police Service) and Stephen Boyd

Australian Best Practice Development Program

In July 1994, the State Mail Service was awarded \$150 000 (to be paid in three stages) from the Australian Best Practice Development Program to accelerate the development of the Self-managed Team concept. The award was extremely competitive with over 266 applications from prospective organisations across Australia. Thirty award winners were selected and it was the first time a government organisation had won this award.

The three elements of the business' best project are:

- the empowerment of teams and development of self-managed teams in all operational areas
- the development of a team based performance review system, and
- the development of a remuneration and recognition structure that supports the self-managed teams.

1994 Mitre 10 Training Awards

The Department's Stoneyard was awarded a Certificate of Excellence to recognise commitment and achievement in training Gregory Paul, Apprentice Stonemason. The award follows Mr Paul's nomination for the 1994 Mitre 10 Training Awards.

Newtown High School of the Performing Arts, St Georges Hall National Trust Award

The restoration of St Georges Hall won an award at the annual Sydney Electricity National Trust Heritage Awards for



John Carnegie, Director, State Mail Service accepting Best Practice Award from the Hon Laurie Brereton, MP, Minister for Industrial Relations along with invited guest Ms Kerrie Buxton, PSA representative

"an adaptive reuse for the building in an eminently usable and sophisticated approach to conservation."

Master Builders Association Partnering Excellence Awards

The Department was a recipient of the prestigious 1994 Master Builders Association Partnering Excellence Awards for the Nepean Hospital and the Centaur Public School project. The award confirms these projects' place as an industry model in partnering.

Australian Evaluation Association of New South Wales

The Department's Value Management Team, in conjunction with staff of Canberra University, received the Australian Evaluation Association of New South Wales 1994 Award for Public Sector Evaluation for its refinement application and dissemination of value management methodologies.

Building Science Forum of Australia

The Department of Public Works and Services was awarded the 1994 National Building Science Award for its computerised Client Service System.

The Award is bestowed annually by the Building Science Forum of Australia to the individual(s) or organisation which it considers has made the most significant contribution to the science of building during the year.

Kirkbride Buildings, Sydney College of the Arts

The Community and Heritage Retention Unit was highly commended in the 1995 Sydney Electricity National Trust

Heritage Awards. The award was made to the unit for its role in co-ordinating the Government's involvement and negotiating with Sydney University to lease the historic Kirkbride Buildings to house the Sydney College of the Arts.

Construction Industry Awards

Industry recognition for the effectiveness of the Government's Reform Program for the Construction Industry is evidenced by the awards that have been given:

- Master Builders Association, New South Wales-Excellence in Construction
- Australian Institute of Building-Professional Excellence in Building Award
- Australasian Evaluation 1994/95 Inaugural Award-Value Management.

OVERSEAS VISITS

Officer & Position	Country: City	Purpose of Visit	Dates and No. of Days	Cost	Source of Funds
Ulpiano Manlangit Electrical Engineer; Electromedical	United States: Los Angeles	Attend 36th Annual Conference of the American Association of Physicists to ensure maintenance of expertise and keep abreast of current and future technological developments in the electromedical area.	24.7.94 to 28.7.94 (5 days)	\$2,033	(former) NSW Public Works
G McDonald Director Telecommunications Unit	USA: Pittsburgh United Kingdom Singapore	Attend APCO International Annual Conference, Pittsburgh, and review technical telecommunications product developments in USA and UK and visit Motorola operations headquarters in Singapore.	8.8.94 to 19.8.94 (12 days)	\$12,000	(former) Commercial Services Group
John Meddows Director NSW Supply Service & Information Technology Service & Claude Davidson Assistant Director; Information Technology Service	Singapore	Attend International Technology Summit to provide valuable insight into overseas experiences relevant to issues currently being targeted by ITS in NSW, viz. business process re-engineering; selective outsourcing of IT services; green computing (issues of environment and ergonomics); multimedia in the workplace; establishment of successful telecommuting; the information super highway; video compression technology.	13.9.94 to 15.9.94 (3 days)	\$7,000	(former) Commercial Services Group
Peter Cloke Supervising Engineer; Hydrology	Switzerland: Geneva	Co-authored and presented paper <i>Benefits to the Community of Collecting Streamflow Data</i> at World Meteorological Organisation Conference.	19.9.94 to 23.9.94 (5 days)	\$1,100	(former) NSW Public Works
Kevin Hibbert Inspecting Engineer Coastal Management	Japan: Okinawa, Kobe, Osaka	Promote Sydney as host for the 27th International Conference on Coastal Engineering. Present paper at the 24th ICCE. Liaise with Japanese coastal protection managers.	23.10.94 to 7.11.94 (16 days)	\$8,000	(former) NSW Public Works
Bruce Cooke Energy Management Manager State Projects	Canada: Vancouver	Attend 3rd International Energy Efficiency Conference & visit energy-related Canadian agencies.	29.10.94 to 13.11.94 (16 days)	\$4,200	\$3,000 (Public Works Staff Award) \$800 (former) NSW Public Works \$400 (Mr. Cooke)

Officer & Position	Country: City	Purpose of Visit	Dates and No. of Days	Cost	Source of Funds
Len McDonald Engineer, Dams & Civil State Projects	South Africa: Johannesburg	Attend ICOLD Conference on Large Dams to enable NSW/DPWS to keep abreast of current technology, and thereby ensuring DPWS practices provide acceptably safe dams at least cost to the community; to present a paper "Dungowan Dam: A Case Study in Flood Security Upgrading"; to inspect dams being constructed using new technology; to assess the opportunities for involvement of DPWS in South African projects. Through his role in ANCOLD, Mr McDonald also played a leading role in introducing risk assessment principles to dams' practice	31.10.94 to 20.11.94 (21 days)	\$4,806	(former) NSW Public Works
Chris Johnson Manager Architects Branch State Projects	China	Attend Sister-State meeting with Minister Pickering in Guangdong Province at the invitation of the Office of Economic Development to contribute to the 12th Joint Economic Committee meeting. In addition, at the request of NSW Health, Mr Johnson supported the development of an agreement in relation to hospital design in Guangdong. (A previous visit was to develop hospital guidelines with the Ministry of Public Health in Beijing.)	6.11.94 to 13.11.94 (8 days)	\$2,000	(former) NSW Public Works
Greg Ward Project Manager Western Prisons	USA: Dallas	Attend American Correctional Association Winter Conference and meeting of the ACA's International Relations Committee, at the invitation of the President of the ACA. Over 4000 delegates attended.	14.1.95 to 21.1.95 (8 days)	\$4,200	\$2,100 (former) NSW Public Works \$2,100 (DOCS)
R D Christie Director-General, Forster Rayward Regional Manager North Coast, and Guy Boncardo Engineer, Dams & Civil	Thailand: Bangkok Indonesia: Jakarta (R D Christie only)	Improve Strategic Partnerships and sign a Memorandum of Understanding with the Public Works Department in Thailand. Have discussions with AUSTRADE and the consortium bidding to provide infrastructure for the 1998 Asian Games.	15.1.95 to 21.1.95 (7 days)	\$23,500	\$11,000 (former) NSW Public Works \$12,500 (AIDAB)
David Stokes Supervising Engineer Estuary Management	USA: Orlando	Attend course run by George Washington University and Educational Services institute-Project Leadership Management & Communication.	23.1.95 to 27.1.95 (5 days)	\$5,000	\$3,000 (Public Works Staff Award) \$2,000 (Mr Stokes)
John Meddows Director, NSW Supply Service and Brian Campbell Executive Director NSW Supply	Germany: Hanover United Kingdom: London	Attend Cebit '95 trade fair in Hanover and meet IT trade representatives in London to keep abreast of the latest innovations and trends in IT products and services which enable contracts to be arranged in time for customers' demands, and to show support to Australian IT companies and to relate NSW Supply's desire to work closely with peak IT industry association.	8.3.95 to 19.3.95 (12 days)	\$15,000	(former) Commercial Services Group
Nick van Exter, Market Manager, Education Branch	England: London France: Lyon, Paris Netherlands: Amsterdam, Gouda USA: Minneapolis	Attendance at an international seminar on <i>Broadening the Uses of Educational Buildings</i> in Lyon, France, conducted by the OECD and accompanying the Department of School Education's Director, Properties, David Rowland, as Australia's representatives. An additional tour of American and Dutch schools to see examples of new schools used in studies commissioned by Mr van Exter to assess NSW schools standards.	24.3.95 to 10.4.95 (13 days)	\$14,000	Department of Public Works and Services
Bill Davidson Supply Manager NSW Supply Service	Singapore	Attend Inter Clean Asia 95 cleaning trade fair, the only "one-stop" window for all current manufacturers of cleaning equipment & chemicals, and major cleaning and building services contractors, to display their products and services. The Trade Fair provided an ideal opportunity to catch up with, and remain appraised of new technology and methodology, to remain abreast of current cleaning industry developments and activities, given NSW Supply's responsibility for writing cleaning specifications, advising clients on the best methodology, and monitoring contractor performance.	29.3.95 to 31.3.95 (3 days)	\$4,000	(former) Commercial Services Group

Officer & Position	Country: City	Purpose of Visit	Dates and No. of Days	Cost	Source of Funds
John Eden Policy Manager	United Kingdom: London, Cardiff, Edinburgh, Manchester Hong Kong: Kowloon	Discussion/meetings with various parties to establish the current status and future directions with respect to construction industry reform. Discussion with Dept Housing Hong Kong relative to construction industry reform	8.4.95 to 8.5.95 (31 days)	\$8,600	\$3,000 (Public Works Staff Award) \$5,600 (Department of Public Works and Services)
Don Murphy Manager Procurement Policy and Manager, Construction	United Kingdom: London, Cardiff, Edinburgh, Manchester Thailand: Bangkok	Discussions/meetings with various parties to establish the current status and future directions with respect to construction industry reform. Maintain contact and assist Thai Government further to Heads of Agreement established by D-G.	18.4.95 to 18.5.95 (31 days)	\$12,700	Department of Public Works and Services
Alan Butler Director-Value Management	Hong Kong	Value Management Study on Stanley Prison	11.7.94 to 15.7.94 (5 days)	N/A	Hong Kong Public Works
John Young Geologist, Structural and Geotechnical	Malaysia: Kota Kinabalu	Work on Babagon Dam Project	20.7.94 to 1.8.94 (13 days)	N/A	John Holland, Malaysia
Phil Carter Principal Engineer Dams and Civil and George Samios Project Engineer Dams and Civil	Malaysia: Kota Kinabalu	Work on Babagon Dam Project	22.7.94 to 1.8.94 (11 days)	N/A	John Holland, Malaysia
Colin Nalty Technical Specialist Manager, Manly Hydraulics Laboratory	Brunei	Continuing project work on the Jerudong Park Marina	27.7.94 to 10.8.94 (15 days)	N/A	Amedeo Development Corporation
Angus Gordon Manager, Commercial Development	Brunei	Commercial Consulting for coastal protection and harbour design for Brunei Government	14.8.94 to 20.8.94 (7 days)	N/A	Ove Arup & Partners, Brunei
Alan Butler Director-Value Management	New Zealand: Wellington	Partnering Workshops for Fletcher Challenge, New Zealand and the Museum of New Zealand	15.8.94 to 19.8.94 (5 days)	N/A	Carson Mills Project Management
John Carnegie Director, State Mail Service and Joe Vella Manager Operations & Administrations, State Mail Service	USA: Dallas	Participate in International Conference of Work Teams as part of Australian Best Practice Demonstration Program	12.9.94 to 24. 9.94 (12 days)	Nil	Australian Best Practice Demonstration Program
George Samios Project Engineer Dams and Civil and John Young Geologist, Structural and Geotechnical	Malaysia: Kota Kinabalu	Work on Babagon Dam Project	21.9.94 to 3.10.94 (13 days)	N/A	John Holland, Malaysia
Phil Carter Principal Engineer Dams and Civil	Malaysia: Kota Kinabalu	Work on Babagon Dam Project	23.9.94 to 28.9.94 (6 days)	N/A	John Holland, Malaysia
Ted Smithies Deputy Director Asset Management and Construction Policy Division	New Zealand: Wellington, Auckland	Provide briefings on: Total Asset Management to the NZ Property Managers Forum; and Best Practice Construction Industry Reforms in NSW to NZ's BOMA	11.10.94 to 14.10.94 (4 days)	N/A	Russell Drysdale and Thomas (NZ)

Officer & Position	Country: City	Purpose of Visit	Dates and No. of Days	Cost	Source of Funds
Alan Butler Director, Value Management	<i>New Zealand:</i> Wellington	Museum of NZ Project-Partnering Workshop	2.11.94 to 4.11.94 (2 days)	N/A	Carson Mills Project Management
George Samios Project Engineer Dams and Civil and John Young Geologist, Structural and Geotechnical	<i>Malaysia:</i> Kota Kinabalu	Work on Babagon Dam Project	13.11.94 to 25.11.94 (13 days)	N/A	John Holland Malaysia
Phil Carter Manager, Dams & Civil State Projects	<i>Malaysia:</i> Kota Kinabalu	Work on Babagon Dam Project	17.11.94 to 20.11.94 (4 days)	N/A	John Holland Malaysia)
Alan Butler Director, Value Management	<i>Hong Kong</i>	Northern District Hospital-Partnering Workshop	5.12.94 to 8.12.94 (4 days)	N/A	Hong Kong Hospital Authority
Alan Butler Director, Value Management	<i>New Zealand:</i> Wellington	Partnering workshop-Wellington City Council Waste water project	5.4.95 to 7.4.95 (3 days)	N/A	Carson Mills Project Management
John Young Geologist, Structural and Geotechnical	<i>Malaysia:</i> Kota Kinabalu	Babagon Dam site inspection/construction advice	26.4.95 to 11.5.95 (15 days)	N/A	John Holland (Malaysia)
George Samios Project Engineer Dams and Civil	<i>Malaysia:</i> Kota Kinabalu	Babagon Dam site inspection/construction advice	30.4.95 to 11.5.95 (12 days)	N/A	John Holland (Malaysia)
Phil Carter Manager, Dams & Civil State Projects	<i>Malaysia:</i> Kota Kinabalu	Babagon Dam site inspection/construction advice	4.5.95 to 5.5.95 (2 days)	N/A	John Holland (Malaysia)
John Carnegie Director, State Mail Service Joe Vella Manager, Operations & Administration, State Mail Service Terry Box Driver, State Mail Service Rob Reitermier Driver, State Mail Service Chris Galea Mail Sorter, State Mail Service	<i>USA:</i> Dallas, Texas	As part of a Best Practice Award, participate on a study tour of the USA, visiting work sites that have developed Self Managed Work teams and successfully introduced Performance Management Systems	21.5.95 to 4.6.95 (12 days)	N/A	Australian Best Practice Demonstration Program
Alan Butler Director, Value Management	<i>New Zealand</i>	Partnering Workshop-Museum of New Zealand	26.6.96 to 30.6.95 (5 days)	N/A	Carson Mills Project Management

Review and Improvement

TOTAL QUALITY FOR COMMERCIAL BUSINESS UNITS

With the leadership of senior management, the Department's Business Units listed below have worked diligently to provide excellent customer service and improve their performance by embracing Total Quality Service (TQS)

- NSW Supply Service
- Information Technology Service
- StateFleet Services
- Government Advertising Agency
- Government Information Service
- Government Printing Service
- Q Stores
- State Mail Service.

A key driver of the organisation has been customer satisfaction so as to maximise commercial performance in contestable markets. Initiatives to achieve this include service agreements with customers, customer liaison teams and customer forums. Teams have been encouraged to develop a sense of 'ownership' of their part of the business and its activities. Employee of the Month schemes have been a means of rewarding and recognising the efforts of individuals and teams.

To better provide faster, more focused and flexible services, the Government Information Service and the Government Advertising Agency made changes to technology such as electronic legislation packages and transfer of data.

The Units' Guarantees of Service reinforce the employees' commitment to TQS. A TQS newsletter communicated improvement initiatives including development of a team data base currently being trialed in some units.

Customer data collection systems in a number of units were reviewed and revised to provide more accurate, useable information. A key action implemented from an internal climate survey conducted at Q Stores identified employees' need for more information about the business. As a result,

monthly key performance indicators were graphed and communicated.

A 'Roadmap' (TQS improvement matrix) has been developed for the units to be used to measure progress towards to Best Practice. Quality Review Guidelines which measure performance against standards were successfully trialed.

All business units have access to Q-skills, a computer based quality tools and techniques training package, which will ensure a standardised approach to continuous improvement.

QUALITY ASSURANCE

The Department continued to use formal quality assurance systems as a basis for improvement of procedures and practices in operational areas. There are a number of quality systems, developed at divisional or business unit level to suit the range of activities undertaken by the Department of Public Works and Services.

In May 1995, the computerised Client Service System was awarded the 1994 National Building Science Award, giving national recognition for an outstanding technological achievement.

The revised Australian series of quality system standards, ISO AS/NZS 9000:1994, have been adopted and by March 1996 all quality systems within the Department will have been amended to satisfy the new standard.

Adjustments to the scope of the systems will also be needed as a consequence of the Department's restructuring.

Third party certification was achieved for the first time in the following areas:

- Operations Division
- Corporate Services Division
- parts of Client Service Division.

The systems certified before 1994/95 retained their certification after surveillance audits during the year.

The Quality Management Strategic Plan released in February

1995 outlined the Department's approach to quality management. It is being updated to consider the widened role in the organisation. The document outlines the vision for quality management for internal units and also sets direction and standards for consultants and contractors to meet during their work for the Department.

INDEPENDENT COMMISSION AGAINST CORRUPTION

During the year, Internal Audit undertook investigation into a number of matters referred from the Independent Commission Against Corruption (ICAC). These investigations related to probity and tendering issues.

Conversely there were matters received direct by the Department which were referred to ICAC and investigated by Internal Audit.

The former Commercial Services Group (CSG) referred one matter to ICAC in 1994/95, relating to an apparent substitution within tender documentation. After ICAC suggested CSG should continue its own investigations, a copy of CSG's independent review was forwarded to ICAC, advising that it was not proposed to undertake any further investigations. No reply has been received from ICAC.

Three matters were referred to ICAC by outside organisations. Two of these dealing with tendering and recruitment were not pursued by ICAC. An issue relating to purchasing procedures which was referred in March 1995 is still under consideration by ICAC.

INTERNAL AUDIT BRANCH

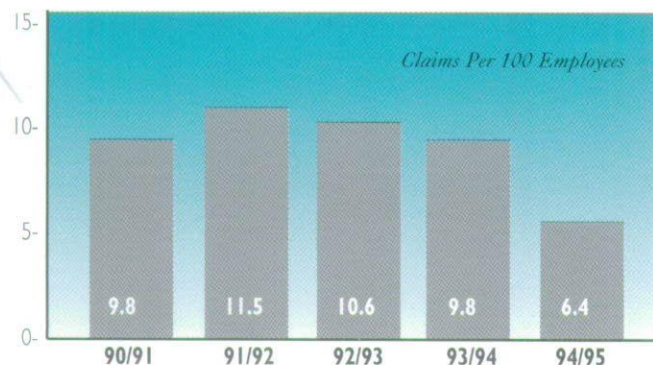
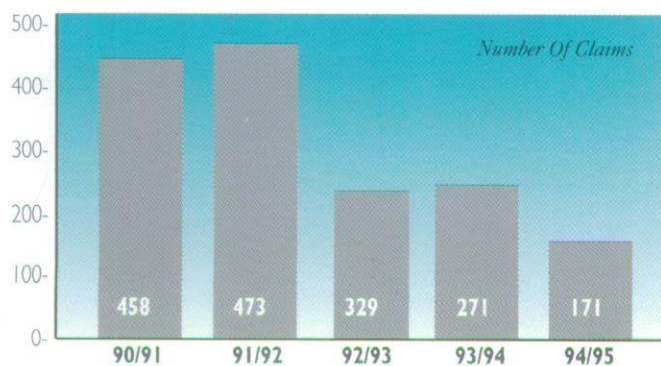
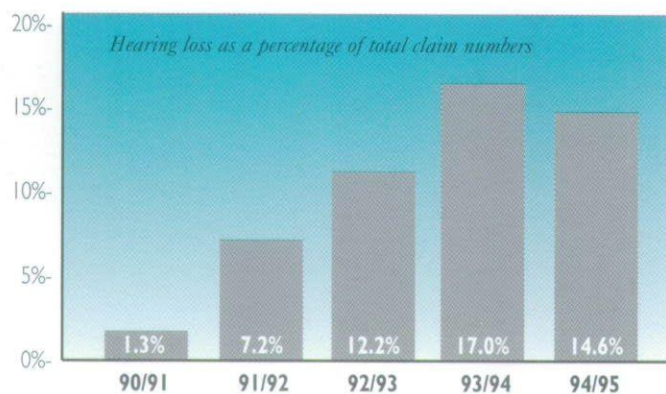
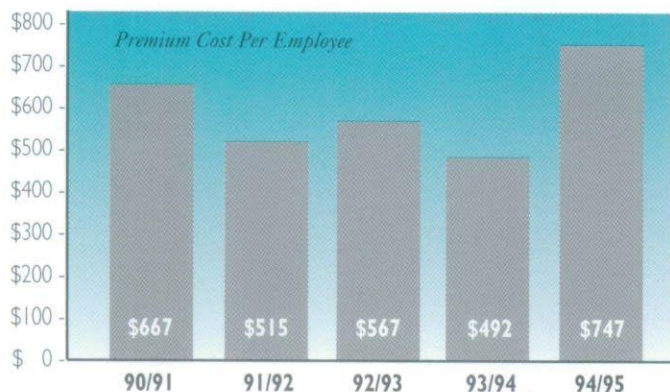
The Internal Audit Branches for Commercial Services Group and NSW Public Works undertook 15 planned and special audits during the year. The special audits included investigations, systems performance evaluations and reviews. In total, 652 recommendations were made in audit reports and memos to improve internal control, procedures and the efficiency and effectiveness of the organisation and 96 per cent of these recommendations were accepted. Staff from

major chartered accounting firms also provided training to staff so that a review of the Department's fringe benefits tax position could be performed.

The benefits arising from the work carried out by Internal Audit during the year included:

- the successful completion of the branch's audit program
- the enhancements flowing from the review of the effectiveness and efficiency of the computerised project management system
- investigating several claims made against construction contractors/staff and where appropriate, referring the issue to ICAC and/or the Building Industry Task Force (BITF)
- greater compliance with the Income Tax Act following the review of the Department's compliance with the Fringe Benefits Tax requirements
- reviewing the Department's motor vehicle fleet management system
- further development of branch procedures and checklists
- assistance in the preparation of and/or the review of documents substantiating claims against contractors and/or others in dispute with the Department
- preparation of a Departmental Fraud and Corruption Control Strategy
- representation on a number of committees on audit/fraud issues.

The engagement of Property Services Group's internal auditors, Arthur Andersen, expired on 31 December 1994 and, after tender, Deloitte Touche Tohmatsu was appointed on 1 March 1995 to assist the newly appointed Manager, Review and Audit. All PSG locations were visited and risk assessment carried out, leading to the development of a three year audit plan. Aspects of that plan as it relates to Estate Management Division's activities will be carried forward and integrated into the Department of Public Works and Services audit activities.



RISK MANAGEMENT-INSURANCE

The Department of Public Works and Services has full cover provided through the New South Wales Treasury Managed Fund for workers compensation, motor vehicles, property, liability and miscellaneous risks

The premium cost* per employee increased to \$747 in 1994/95, an increase of 52 per cent over 1993/94. This was the direct result of increases to benefits payable to injured workers under the State's Workers Compensation Scheme.

*not adjusted for changes in the CPI.

Workers' Compensation Hearing Loss

A major portion of the Department's claims flow from high risk activities which have either been significantly scaled down or discontinued. For example, hearing loss claims fall into this category with employees (and ex-employees) recently lodging claims for exposure to high noise levels which occurred between 10 and 30 years ago. The graph demonstrates a recent trend to lodge this type of claim. The graph also indicates that claims have peaked, a trend which should result in a reduction of claims cost from 1995/96 onwards.

Workers Compensation Number of Claims

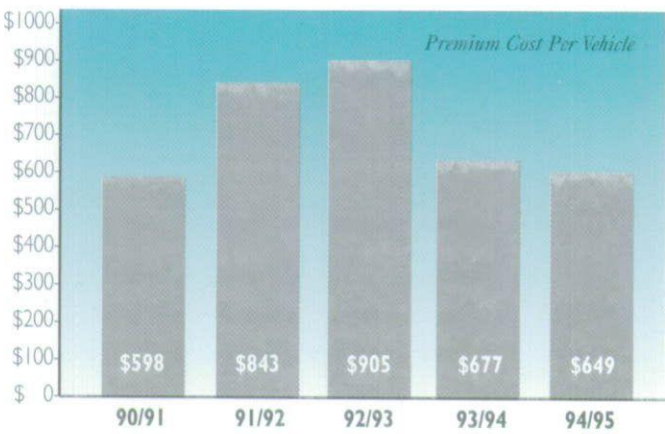
This year's result of 171 claims represented a 48 per cent reduction over the past three years which is a substantial improvement on last year's result.

Workers Compensation Claims Frequency

This year's result of 6.4 claims per 100 employees is a substantial improvement on last year's claims frequency of 9.8 per 100 employees.

Motor Vehicle Fleet Premium Costs

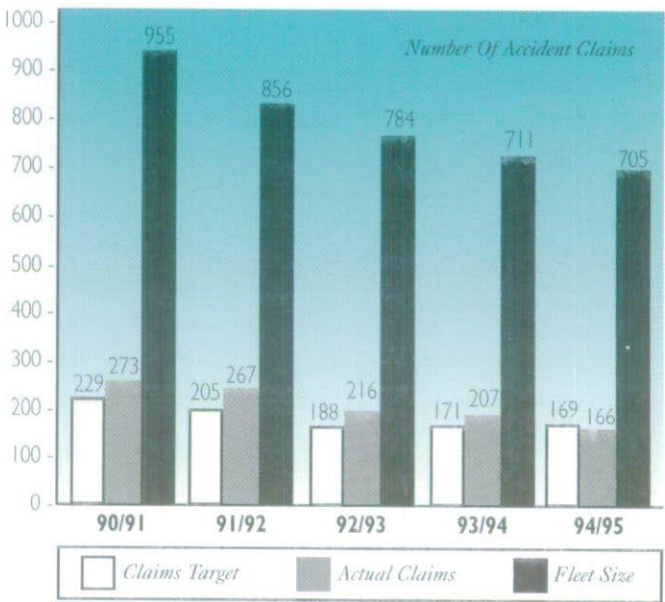
Premiums levied by the Treasury Managed Fund in 1994/95 were marginally lower than those charged in 1993/94.



Motor Vehicle Fleet Number Of Accident Claims

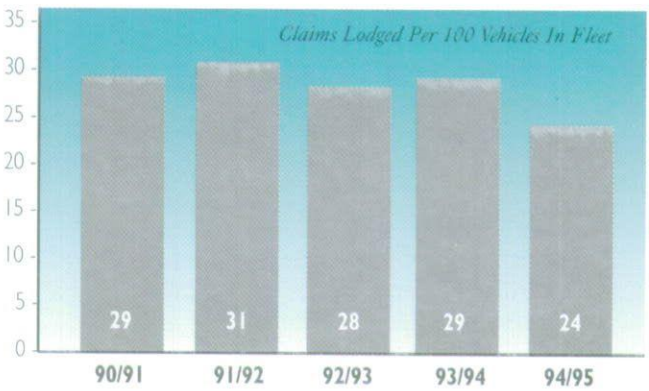
The total number of claims lodged was 166, which was 20 per cent lower than last year.

Since 1992/93 fleet numbers have fallen by 10 per cent, whilst claims have fallen by 23 per cent.



Motor Vehicle Fleet Claims Frequency

The frequency of claims in 1994/95, compared to overall fleet size was 24 claims per 100 vehicles. This outcome reflects sustained improvement, achieving the target of 24 claims per 100 vehicles in fleet, for the first time.



Property

Strategies to reduce property losses due to theft were implemented. These included physical securing of all computers and associated equipment and engraving the Department's name on all valuable equipment.

Awareness of the need to secure property has been reinforced with line managers through the introduction of a threshold for specified types of insurance claims and the withdrawal of cover for business units failing to comply with security requirements.

Liability

The transfer of risks to third parties whenever possible has significantly reduced exposures. A significant contribution to this strategy directly resulted from the introduction of "Contractor Initiated Insurance" in 1993/94.

Liabilities-Government Cleaning Service

Although the Government Cleaning Service ceased operations on 28 January 1994, the responsibility for active workers' compensation claims remains with this Department until the end of 1995 when the Treasury Managed Fund will "buy out" all current and future liabilities. The Fund has established a unit to manage all compensation claims lodged by ex-employees of the Government Cleaning Service.

Consumer Response

SUMMARY OF COMPLAINTS AND COMPLIMENTS STATISTICS

The Department has in place compliment and complaint recording and resolution procedures. By monitoring all customer complaints DPWS continually aims to:

- improve customer service by modifying procedures and systems
- insure against future customer problems
- determine whether clients' expectations are being met and
- help the Department serve clients better.

The Department recorded 81 complaints and 141 compliments during 1994/95. A meaningful comparison with

previous years is not possible because of differing collection systems in use across the former NSW Public Works, Commercial Services Group and Property Services Group.

For statistical purposes, a complaint is defined as an expression of dissatisfaction with the organisation's policies, procedures, fees, staff, agents or quality of service. It may be made in person, by phone, or in writing and will generally involve the complainant wanting an action to be taken to resolve the matter.

However, a complaint is not a request for extra services or variations to services, a request for information or explanations of policies or procedures, the lodging of an appeal in accordance with a standard procedure or policy, or a suggestion for improvement where the client is not dissatisfied.

In contrast, a compliment is an expression of satisfaction with the organisation's policies, procedures, fees, staff, agents or quality of service. It shows that the Department's officers have met or exceeded clients' expectations. Compliments are recorded only when given in writing or provided about a subordinate or a quality/standard of service. The recording of compliments helps to determine clients' values.

Examples of steps taken during the year to avoid recurrence of a complaint include: revising tender opening procedures, advising subcontractors of the need to adhere to contractual obligations, issuing instructions for nil defects at handover, workshopping with client to determine agreed project management performance standards, exploring alternative dispute resolution options, developing a minor capital works procurement agreement and not giving a contractor further work.

In some cases the complainant was given a refund or work was done again. In others, the customer was required to pay as per invoice.

Examples of compliments received during the year include: "excellent set of financial returns on which no changes were necessary"; "dedication and enthusiasm enabled Como West Public School to reopen for the start of the school year after

severe bushfire damage"; "high level of liaison and customer service maintained on project"; "willingness of staff to meet timeframes"; "commitment and care of team supporting the McKillop Papal visit 1995"; "received highest quality advice and service"; "would not consider embarking on even a minor project without Public Works' involvement"; "provides prompt efficient, polite service".

COMMITMENT TO SERVICE

NSW Public Works, Commercial Services Group and Property Services Group all published Guarantees of Service in their respective 1993/94 Annual Reports. The Guarantee of Service for the new Department of Public Works and Services is at Appendix G.

This documents the Department's commitment to provide clients with standards of service covering quality, integrity, reliability, responsiveness, competence, communications, access and courtesy. Examples of the Department's significant efforts towards improving client satisfaction through quality management include projects to achieve:

- electronic links with clients
- reduced customer error credits, and
- defect free projects at handover.

Client Service Division is responsible for ensuring the provision and delivery of the best non-build and build solutions to client service issues. The establishment of electronic links with the Department of School Education illustrates our Department's commitment to working in partnership with clients, in particular by assisting them to reduce their ongoing operational costs and hence allowing them to achieve maximum value from their resources.

Q Stores is a computerised bulk warehouse, distribution and merchandising business supplying consumable products to government departments and government funded organisations. The reduction of customer errors credits in Q Stores will increase customer satisfaction by improving the quality of services. It will also reduce operational costs within DPWS by reducing errors and re-work.

Operations Division is the primary service provider of the new Department. It is the local interface with clients and the

community, delivering a range of services and managing the outcomes. The achievement of nil defects on projects at handover will increase client satisfaction by improving the quality of services and reducing disruption to the client after handover, while at the same time reducing supervisory costs.

OMBUDSMAN

The Department of Public Works and Services responded to two preliminary investigations.

The first concerned the routing of the pipeline in private property as part of the Hunter Sewerage Project. The Ombudsman decided that there was no conduct which required investigation and took no further action.

The second concerned the exchange of information between DPWS and outside parties. The matter carried over from the previous year and following advice from the Department was resolved without further investigation. However, the Department instigated its own measures to safeguard the organisation's integrity by issuing formal procedures to control the quality of all information between the Department and outside agencies.

Statutory Functions and Responsibilities

LEGISLATION

Transfer of Administration of Acts and Regulations

With the creation of the new Department of Public Works and Services on 5 April 1995 responsibility for administration and functions of various Acts and Regulations was allocated to the Minister for Public Works and Services.

The following Acts and Regulations are presently administered on behalf of the Minister for Public Works and Services by the Department of Public Works and Services:

- Architects Act 1921
- Bennelong Point (Parking Station) Act 1985
(administration transferred to the Minister for Public Works and Services from the Minister for Urban Affairs and Planning on 5 April 1995)
- Border Railways Act 1922
- Chipping Norton Lake Authority Act 1977
(except Part II-Minister for Urban Affairs and Planning)
- Glen Davis Act 1939, Part IV (remainder; Minister for Local Government)
- Government Telecommunications Act, 1991
(administration transferred to the Minister for Public Works and Services from the Minister for Administrative Services on 5 April 1995)
- Lake Illawarra Authority Act 1987
- Land Acquisition (Just Terms Compensation) Act 1991
- Public Works Act 1912
- Public Sector Management (Stores & Services) Regulation 1988 *(functions transferred to the Minister for Public Works and Services from the Minister for Administrative Services on 5 April 1995)*
- Snowy Mountains Engineering Corporation (New South Wales) Act 1972
- Snowy Mountains Hydro-electric Agreements Act 1958, sections 10 and 11 (remainder; Minister for Energy)
- State Brickworks Act 1946.

In addition to the above Acts and Regulations, the administration of the Darling Harbour Authority Act 1984

was transferred on 5 April 1995 to the Minister for Public Works and Services from the Minister for Urban Affairs and Planning. The Department of Public Works and Services has no formal responsibilities under this Act.

The following Acts formerly administered by the Minister for Public Works have been transferred to the Minister for Land and Water Conservation:

- Coastal Protection Act 1979
- Fish River Water Supply Administration Act 1945
- River and Foreshores Improvement Act 1948
- South-West Tablelands Water Supply Act 1924
- South-West Tablelands Water Supply Administration Act 1941.

The functions of the Minister for Public Works under the following Acts and Regulation have been transferred to the Minister for Land and Water Conservation:

- Local Government Act 1993, sections 57-66
- Water Supply Authorities Act 1987, section 27 (1B) (c)
- Local Government (Water, Sewerage and Drainage) Regulation 1993, clauses 49 and 50.

As a consequence of the above, the functions of the former NSW Public Works under the following Acts and Regulations have been transferred to the Department of Land and Water Conservation:

- Local Government (Water, Sewerage and Drainage) Regulation 1993, Dictionary
- Local Government (Approvals) Regulation 1993, clause 97
- Fish River Water Supply Administration Act 1945
- South-West Tablelands Water Supply Administration Act 1941.

PRINCIPAL ACTS ADMINISTERED BY THE DEPARTMENT OF PUBLIC WORKS AND SERVICES ON BEHALF OF THE MINISTER FOR PUBLIC WORKS AND SERVICES

Bennelong Point (Parking Station) Act 1985

This Act was established to facilitate the construction of a car park for the Sydney Opera House. The car park itself has been in successful operation since late 1993.

When the car park construction was completed in 1993, the administration of this legislation was transferred to the Minister administering the Property Services Group from the Minister for Public Works. With the creation of the new Department of Public Works and Services, the administrative responsibilities under the Act were transferred back to the Minister for Public Works and Services on 5 April 1995. When all matters relating to the car park construction and associated developments are complete, the requirement for this Act will be reviewed.

Chipping Norton Lake Authority Act 1977

The Department of Public Works and Services is responsible for the planning, design and construction of the Chipping Norton Lake Scheme on behalf of the Authority. The Chipping Norton Lake Authority Advisory Committee, chaired by the Department's MetSouth Regional Manager, provides advice to the Minister on the development of the lake.

During the year, development work continued on several parks, including embankment repair and protection, landscaping improvements and construction of beaches. Three sand mining leases were in operation during the year: Howard Park by Boral Ltd, and Heron and Hollywood Parks by Maron Investments Pty Ltd. For 1994/95 royalties totalled \$1.107 million.

A separate Annual Report is prepared by the Chipping Norton Lake Authority based on the year to 30 June. Copies are available from the Department's MetSouth Regional Office, Level 7, 66-72 Rickard Road, Bankstown.

Government Telecommunications Act 1991

This Act was assented to on 17 December 1991 and commenced on 2 March 1992. It provides for the integration of the various telecommunication infrastructures of government agencies; the establishment of the New South Wales Government Telecommunications Authority (TELCO) to control and manage this infrastructure and to enable the best commercial advantage to be obtained from the licensed

carriers for any use of government telecommunications assets and facilities. The functions of the Authority are set out in the Government Telecommunications Act 1991.

Lake Illawarra Authority Act 1987

The Lake Illawarra Authority was established under this legislation to transform Lake Illawarra from a degraded urban lake into an attractive recreational and tourist resource. The Authority, subject to the control and direction of the Minister for Public Works and Services, receives its administrative and technical support from the Department of Public Works and Services via the Authority's Executive Officer; the Department's South Coast Regional Manager.

During the year, major foreshore restoration projects were undertaken at Koonawarra Bay, Tuggerah Bay, Griffins Bay, Karoo Bay and on the foreshores of the Macquarie Rivulet costing some \$1.75 million. Several of the projects completed involved the integration of the Federal Government's Jobskills and LEAP Training.

On behalf of the Authority and to assist in the restoration and enhancement of the lake, the Department continued to organise and manage funding through the three tiers of Government as well as from sporting clubs.

Two major environmental impact statements to be determined in 1995/96 were exhibited during the year covering a sand extraction proposal formulated by the private sector and a proposal for improvements to the lake's entrance formulated by the Authority.

Other significant achievements included finalisation of a study of the "Nutrients Dynamics" of the lake and planning initiatives for the lake entrance improvements.

The reporting year for the Lake Illawarra Authority ends on 31 March and copies of the Annual Report are available from the Department's South Coast Regional Office, 84 Crown Street, Wollongong.

Public Works Act 1912

This Act provides the legal authority for the major construction activities of the Department of Public Works and Services and is the principal Act administered. The Act also provides the legal power for compulsory acquisition by Government of land.

Public Sector Management (Stores and Services) Regulation 1988

On 5 April 1995 the administration of the functions under this Regulation were transferred to the Minister for Public Works and Services from the Minister for Administrative Services.

Under Schedules 1 and 2 of the Public Sector Management Act 1988, this Regulation is applicable to those organisations mentioned and essentially includes all Budget Sector Departments and entities.

This Regulation outlines the role of the State Contracts Control Board to provide a formal structure for user participation in the contracting system, independent scrutiny and quality control of major public service procurement decisions. The Board also has a responsibility to review, develop and make recommendations for purchasing policy.

During 1994/95 the Board had 21 meetings. The Board is chaired by the Acting Director, Policy, Department of Public Works and Services and serviced by officers of the NSW Supply, Commercial Business Division.

Its membership, comprising senior executive service officers, is drawn from major departmental and statutory authority users of the period contracts, as well as from the Department of State Development.

The members are:

Mr A Griffin (Chair), Department of Public Works and Services
Mr A Butler, Sydney Water
Mr B Hawkins, Department of State Development
Mr K Barker, Department of Health
Mr T Rogers, Department of Local Government
Mr K Dixon, Department of School Education

Mr D Murphy, Department of Public Works and Services

Mr K Quince, NSW Police Service

Mr G Johnson, Pacific Power

Mr G Waters, Department of Land and Water Conservation

Mr R Bushrod, Department of Training and Education

Co-Ordination

Mr E Schmatt, Judicial Commission of New South Wales

Mr S Peroni, TAFE Commission

The Board let a number of significant contracts during the year which resulted in innovative solutions being provided to agencies, as well as significant benefits accruing to industry.

These contracts included:

- digital GSM mobile phones
- mobile radio antennae, microwave antennae and associated services
- development of a Dealings Image Project for the Land Titles Office
- Olympic Budget and Schedule Information System
- temporary clerical and office support staff for New South Wales Government organisations
- provision of Media Placement Agency Service to the New South Wales Government
- wholesale distribution contract for general hardware items
- Case Management System for the Department of Courts Administration
- health personnel uniforms
- supply, installation and maintenance of Local Area Networks, hardware and software for Complaint Management Information Systems for Ombudsman's Office
- replacement Computerised Tomography scanner and new digital cardiac catheterisation laboratory facility for Concord Repatriation General Hospital.

The Board has established an accreditation system, requiring tenderers for cleaning contracts to be accredited. Procedures were developed whereby non performing contractors have their accreditation withdrawn and are disallowed from tendering for any New South Wales Government cleaning contract for a period of two years.

STATUTORY REPORTS

Royal Commission into Aboriginal Deaths in Custody

Recommendation 307 of the Aboriginal Deaths in Custody Report recommended "that Commonwealth, State and Territory Governments adopt a fair employment practice in relation to the letting of government contracts, which gives preference to those tenderers who can demonstrate that they have adopted and implemented a policy of employing Aboriginal persons in their workforce."

On 22 October 1991, the former Commercial Services Group wrote to the Cabinet Office with a suggestion that a scheme be adopted whereby organisations are accredited by the (then) Office of Aboriginal Affairs (OAA) as having "implemented a policy of employing Aboriginal persons in their workforce".

It was proposed that the State Government, through the OAA, subsidise accredited contractors directly for the difference between their tender price and the price which would make the accredited tenderer competitive with other accredited tenderers. The proposal was dependent on Treasury agreeing to the establishment of a fund to support the preference arrangement proposed.

Since both Treasury and the OAA were represented on the interdepartmental committee monitoring the progress of the implementation of the Royal Commission's recommendations, it was recommended that the question of funding should be taken up at committee level with the OAA seeking Treasury's agreement for funds. No response has been received to date.

MAJOR LITIGATION

In April 1994 Abigroup Limited and certain of its subsidiary companies ("Abigroup") commenced proceedings out of the Supreme Court of New South Wales against the State of New South Wales and several current and former Government employees. Abigroup alleged that the State Government was acting illegally in refusing to accept tenders from Abigroup. These allegations were made during a period

when Abigroup was litigating against the Department in another (non-related) matter and the relationship between Abigroup and the Department was very strained.

The allegations by Abigroup were extremely serious and if Abigroup was to be successful on some aspects of its allegations the Court would have had to have created new law. This would have had a profound effect on the way the Government normally procures the State's infrastructure.

The issues were of fundamental importance to Government which was represented by the Solicitor General of New South Wales. Preparation occupied 14 months and involved the identification, collation and recording of several Departments' documents due to the number and diverse nature of the claims.

The litigation was settled in June 1995 and the Court entered judgement in favour of the State of New South Wales and the individuals. Accordingly the Department's entitlement to conduct business with such companies as it wishes has been maintained.

Policy Initiatives

CONSTRUCTION POLICY STEERING COMMITTEE

The New South Wales Government is the largest single client of the construction industry and is using its investment as a lever to facilitate reform within the industry. The Construction Policy Steering Committee (CPSC) was established to develop, promote and implement new policies, standards and procedures in government contracting and consulting and to ensure a whole-of-Government approach.

The CPSC, chaired by the Department, has the responsibility for co-ordinating and facilitating a thorough overhaul of government standards and policies; the development of consistent building, consulting and contractual policies to be implemented by government agencies; and more cost effective procurement of capital works.

During 1994/95 CPSC has taken reform initiatives especially in the areas of occupational health, safety and rehabilitation (OHS&R), workplace reform, skill enhancement programs, contracting, Best Practice and benchmarking.

CODE OF PRACTICE

In April 1995, the Minister for Industrial Relations requested CPSC review the industrial relations aspects of the New South Wales Government Code of Practice for the Construction Industry. The CPSC expanded the review scope to strengthen aspects of Best Practice and continuous improvement, workplace reform and OHS&R.

The new Code of Practice will define standards of behaviour designed to achieve continuing and lasting improvement through increased productivity, enhanced client focus, improved workplace standards and the achievement of international Best Practice.

INNOVATIVE CONTRACTS

The Department is undertaking research to define and formulate the development of new and innovative contracts. Preference has been given to developing a new 21st Century Contract that will complement and reinforce the wider

industry reform agenda, especially in the areas of partnering and Best Practice. The core attributes are minimum clauses, clearly defined roles and responsibilities, early warning provisions, good faith, formal issue resolution procedures, alternative dispute resolution, clearly defined risk allocation, occupational health, safety and rehabilitation provisions and targets for cost, time and quality.

BEST PRACTICE

To encourage Best Practice as part of the overall strategy to reform the construction industry, the Department is introducing initiatives and innovations to current practice and is committed to client satisfaction, quality management, occupational health, safety and rehabilitation management, co-operative contracting, workplace reform, partnering, benchmarking and the management of environmental issues.

The objective of the Best Practice reform is to link the achievements of the various initiatives through contractual requirements. Accordingly, under a new scheme to extend the pre-qualified 'Contractor Performance Assessment Criteria' of the *Capital Project Procurement Manual*, contractors will be required to demonstrate commitment to and substantial implementation of Best Practice in various areas, with a record of implementation for other criteria.

TOTAL ASSET MANAGEMENT (TAM)

The New South Wales public sector currently has an annual capital expenditure of \$5.5 billion and a \$300 billion asset base. A major review by the Premier's Department of the *New South Wales Approach to Capital Planning and Asset Management* was initiated in 1993 and completed in 1994. The review recommended that:

- capital planning and asset management within the New South Wales public sector should focus on the delivery of services outcomes
- tiered rankings be established for allocating resources within line agencies based on the level of planning, budgeting and performance monitoring skills and systems possessed by individual agencies to promote the service outcome approach. The rankings will provide a framework for developing incentives for line agencies to

upgrade their skill and system capabilities, as well as aiding central agencies to target their security on the real opportunities for improvement

- TAM policies be updated to incorporate the proposed emphasis on services outcomes and the associated tiered allocation provisions
- central agency roles be redefined to rationalise resource allocation, the development of a whole-of-Government policy framework and cross agency service planning to monitor service and asset performance.

As a participant on the Review Steering Committee and Reference Group, the Department's main role and responsibility is as a specialist adviser to Government on asset management policies and procedures. The Department has an ongoing commitment to the reform through project managing the development of a whole-of-Government policy framework.

BENCHMARKING

The Royal Commission into Productivity in the Building Industry identified that the cost of building in Sydney in the 1980s was at least 20 per cent higher than Brisbane (Melbourne comparable with Sydney). Recent benchmarking by the Department has identified that the gap between Brisbane and both Sydney and Melbourne is now below eight per cent. The improvement in the New South Wales building industry is credited to the New South Wales industry reform activities. Private sector information suggests this gap may now be as low as four per cent. Benchmarking Sydney costs against Melbourne and Canberra is also underway.

To enhance Government planning, a New South Wales industry forecasting model has been developed by the Department to enable analysis of both short and long term forecasts of industry activity and capacity.

WORKPLACE REFORM

Workplace reform initiatives are being trialed on a number of major departmental project managed works, such as City West Redevelopment, Liverpool and Bankstown Hospital

Redevelopments that aim at far reaching changes in the construction industry culture. The introduction of project based learning centres as a workplace reform initiative is assisting in the facilitation of skills acquisition enhancement and career development of project employees.

The Department will be encouraging and facilitating the establishment of skills centres on all projects over \$20 million.

NEW MINOR WORKS CONTRACT

A new flowchart Minor Works and Services Contract is currently being reviewed and finalised for project trialing. The new contract is more user friendly and is based upon the Defence Department's *Short Form Facilities Contract for Minor Works*. This new contract is programmed to be used on all departmental contracts up to \$500 000.

PARTNERING

Partnering is a formal management technique which adopts a non-adversarial approach to contractual relationships.

Partnering promotes teamwork and communication between contract parties and aims to resolve potential problems at the earliest possible time so as to avoid contractual disputes and deliver projects more cost effectively.

The Department of Public Works and Services has adopted a flexible approach to partnering, tailoring it to suit the needs of individual projects. Partnering was adopted on a trial basis on 20 per cent of projects valued at over \$5 million in 1994/95.

An assessment of partnering on these projects indicated that improved project outcomes have been achieved on partnered projects, in comparison with non-partnered projects over a similar period. The results have encouraged the Department to consider extending the use of partnering.

It is predicted that the partnering approach will improve completion time, reduce project cost growth, reduce variation work, reduce disputes and litigation, improve relationships, enable early settlement of variation claims and improve site safety.

QUALITY MANAGEMENT STRATEGIC PLAN

The Quality Management Strategic Plan was formally launched by the Director-General on 13 February 1995. It is perceived that the Plan will have immediate short term cost savings with more efficient buildings and improved procurement methods.

The plan outlines the quality requirements for clients, consultants, contractors and subcontractors in the construction industry, as well as DPWS until 1998. The plan, which has increased emphasis on outcomes, builds on previous quality requirements introduced by DPWS as part of the overall reform agenda for the construction industry.

The quality requirements are being progressively extended to include an expanded range of quality system elements for various project categories and a broadening of the scope of quality management requirements across the industry.

The aim is to provide consistency in service to clients, improve efficiency in the long term through cost savings, and improve the response of industry to change.

The plan includes requirements for consultants and contractors to have independent evidence of an implemented quality management system for inclusion on a Departmental register that provides the opportunity to bid for work from the Department. Specific quality plans for a project or commission will become a quality management requirement and will be linked to progress payments. Quality plans will be subject to audit and included in formal performance assessment.

ENVIRONMENTAL ISSUES

The New South Wales Government has identified improved environmental performance in infrastructure and capital works as a major priority. To this end DPWS is currently formulating new guidelines on improved industry environmental practice. For new projects, attention will focus on planning and design functions concerning:

- resource conservation and management
- reduction of harmful outputs and outcomes

- compliance with environmental accords, conservation and heritage legislation
- protection and enhancement of the natural environment.

For construction activities the focus will be on:

- site management
- material re-use and recycling
- waste avoidance and minimisation
- community consultation
- landscape protection.

The Department will also extend environmental initiatives into Government service and supply programs.

Hazardous Substances Assessment

In May 1995 a departmental initiative was implemented to include a hazardous material assessment of a site as part of the pre-tender brief for a project.

This assessment not only establishes what hazardous materials exist on site but alerts clients to the potential problem. It allows early control measures to be put in place during the course of the work to protect the health and safety of employees, employees of clients, other contractors and the community.

Additionally, the successful tenderer is required to provide work method statements of processes proposed to be used when potentially hazardous materials are involved. At the completion of a project, the Department provides the client with copies of Material Safety Data Sheets for the installed materials supplied by the contractor.

OCCUPATIONAL HEALTH, SAFETY AND REHABILITATION

Occupational Health, Safety and Rehabilitation (OHS&R) has been an agenda item at various contractors' forums. Important issues raised at these forums were safety management plans, safe work methods, hazardous substances and OHS&R contractual responsibilities.

Investigations into two fatal accidents that occurred on the Department's project sites were undertaken during 1994/95.

The first accident occurred at the City West Redevelopment project on 6 June 1994, when a contractor's employee came into contact with electrically live components of an electrical substation. The second accident occurred at the Sydney Opera House on 15 June 1994 when a contractor's employee fell while working on the construction of a new orchestra pit.

Considerable work has been undertaken by the Department to enforce OHS&R requirements on projects. Specifications have been strengthened, procedures improved and Departmental personnel trained in OHS&R issues.

Construction Policy Steering Committee guidelines are to be adopted for all projects over \$6 million from November 1995.

PROCUREMENT POLICY

The Government announced a review of procurement policy to be conducted jointly by the Office of the Council on the Cost of Government and the Department of Public Works and Services.

DPWS has been given responsibility for whole-of-Government procurement policy. The State Contracts Control Board has been allocated the task of developing and managing procurement policy under pending Regulation.

NATIONAL PUBLIC WORKS COUNCIL (NPWC)

NPWC is a peak body representing the respective State and Commonwealth jurisdictions. The Council provides a national forum for the identification of strategic issues which require a consistent approach. DPWS provides a lead role in the NPWC and has been instrumental in shifting the focus from operational issues to that of a strategic policy framework, eg the development of core principles for the various jurisdictional Codes of Practice for the construction industry.

STRATEGIC ASSIGNMENTS

Leading edge policy development and implementation requires the maintenance of on-going market relevance. On this basis the Department undertakes strategic assignments which:

- extend the policy dimensions
- enhance expertise
- raise the profile and enhance the credibility of various management tools eg risk management, value management etc
- require assured outcomes.

Typical assignments in this area are:

- risk management appraisal of the Federal Airports Corporation Environmental Risk Management Plans
- total asset management strategy for Sydney Opera House
- risk management study and strategic value management study for Central 2000 project.



Foundations of the First Government House were preserved and the Museum of Sydney was constructed on the site using an infrastructure partnering approach

Infrastructure Partnerships

INFRASTRUCTURE PARTNERING

The involvement of the private sector in the development, funding and operation of public infrastructure is seen as a key to the future. This approach, which is known as an Infrastructure Partnership, is an ongoing long term relationship involving the provision of community facilities and services through a commercial partnership between the State or local government and the private sector. Risks and rewards are equitably shared between the public and private sectors.

Extensive discussions were held during the year with government agencies and local government throughout New South Wales to raise awareness of the opportunities and to explain the methodology in implementing infrastructure partnership projects. A brochure on *Infrastructure Partnerships* was prepared and distributed as part of communicating this new approach. Guidelines have been developed as a basis for the Department to implement the Government's policies relating to private sector involvement in the provision of public infrastructure.

These initiatives have resulted in a broad range of opportunities being identified and evaluated with local government and State government agencies. Specialist input has been provided on some 34 government projects. Infrastructure projects to a value of \$318 million were facilitated during 1994/95 and currently a further \$1270 million are being assessed.

Infrastructure partnerships with the private sector during the year included-

First Government House Site - Museum of Sydney

The construction of the Museum was completed in September 1994 and handed over to the operator, the Historic Houses Trust, for the exhibition fitout. The project was officially opened on 20 March 1995.

This project preserved the First Government House foundations and the construction of the Museum of Sydney on the site. It was funded from the sale of development rights for the airspace above the government land with \$65 million to the Government and \$27 million to Sydney City Council.

Albury Sewerage Augmentation

Albury sewerage scheme requires upgrading to meet future demands and to reduce phosphorus levels in the current system. To overcome this problem, it is proposed to construct a high technology activated sludge sewage treatment plant at Nursery Valley, which will incorporate biological and chemical removal processes. Effluent from the proposed treatment process will gravitate through a wetland and also provide irrigation of commercial woodlots, habitat development areas, buffer landscape planting and public space during summer.

The private sector was invited to submit proposals for a finance, build, own, operate and transfer (BOOT) or a finance, build, transfer, operate (BTO) arrangement as an option to be considered by Council.

Proposals for the PSI process for design, construction and operation of a sewage treatment plant for Albury were advertised in May 1995. The total cost of the augmentation works, of which sewage treatment plant forms part, is approximately \$30 million.

The Australian Technology Park Eveleigh

The Australian Technology Park (ATP) is an initiative of the University of New South Wales, the University of Sydney and the University of Technology (Sydney), with support from State and Federal Governments. The ATP will provide an innovative environment where companies can conduct research and development on their own, or in collaboration with other companies or the universities. It will eventually employ up to 6000 people, cost \$300 million to develop and earn Australia about \$3 billion per annum.

A 14 hectare State site, generally comprising former disused government land and State Rail Authority workshops has been leased to the ATP.

DPWS is the Project Manager for City West Development Corporation for the infrastructure work (\$11 million) and early works to the locomotive workshops. It is also project managing the National Innovation Centre (\$7 million) for the ATP.

The National Innovation Centre and the first stage of the landscape works are scheduled for completion in late 1995, with remaining landscape works completed in early 1996.

International and Interstate Initiatives

INTERNATIONAL

The International Business Unit was established on 31 October 1994 with the adoption of the International Business Strategy. The Unit draws on the support of all Divisions to facilitate and co-ordinate the Department's overall international business effort which is primarily involved with building relationships and project work. These efforts will determine the market niche the Department will command by the year 2000 and beyond.

Agreement with Public Works Department, Thailand

In keeping with the Department's International Business Strategy, a unique formal working agreement was established with our counterpart in Thailand. This agreement is believed to be the first between two major government infrastructure agencies at an international level.

The Memorandum of Understanding with Public Works Department, Thailand was signed in Bangkok on 16 January 1995 by Ron Christie, Director-General, DPWS and Prajaya Sutabutr, Director-General of Public Works in Thailand. The visit by departmental officers was sponsored by AusAID Bangkok. The memorandum seals an association between the organisations with an agreement that both will exchange experiences and knowledge in policy, technical and operational areas in public infrastructure and management of both natural and built assets.

Public Works Department, Thailand is responsible for providing the majority of public infrastructure for the country's 60 million people and has an annual budget of more than \$1 billion, expected to increase to \$1.5 billion next year. The Thai Department is especially keen to use the information developed in New South Wales over the past four years in capital procurement methods, total asset management and construction policy generally, from policy, technical and project points of view.

Immediate benefits to both organisations will be the transfer of technology and skills through staff exchange and regular

communication of innovations and information in the fields of architecture and engineering. Australia has the opportunity to learn from the Thai experience in providing solutions to the problems of urban growth and population pressures on urban infrastructure. Several successful exchanges of information have taken place since the signing of the agreement.

Study of Supply and Wastewater Treatment in Thailand

AusAID Bangkok sponsored two New South Wales departmental officers, Forster Rayward (Manager North Coast Regional Office) and Guy Boncardo (Sewerage Design, State Projects) to visit Thailand, attend the Memorandum of Understanding signing ceremony and visit head office and provincial locations as part of the water supply and wastewater treatment practices investigation.

Seminars on Australian Integrated Environmental Protection Technologies

Two four-day seminars were conducted in Ho Chi Minh City and Saigon to inform key public sector officials of Australian technologies available for Vietnam. The seminars covered site contamination, groundwater resources and water and wastewater treatment. DPWS was represented by Guy Boncardo, Robert Chong and Xung Ha.

The program was jointly sponsored by AusAID and the Environment Protection Authority under the Environmental Co-operation with Asia Program. The consortium included



Representatives of the two organisations at the Signing Ceremony. Ron Christie (fifth from the left) and Prajaya Sutabutr (fourth from left)

Australian Defence Industries, the Department of Water Resources and the Department of Public Works and Services.

Country Liaison Managers' Network

The Department has a valuable resource of professional staff with wide ranging overseas experience and networks of personal and business contacts. To benefit from this resource, quarterly network meetings have been initiated to facilitate the exchange of information on current overseas business practice, cultural and political issues, and to broaden communications within the Department.

Significant Overseas Projects Undertaken

- **Brunei**-Coastal Process Investigation and Harbour Design
- **Kuwait**-Hydraulic Design for Canal Development and Modelling for Water Quality
- **Vietnam**-Program of Seminars in Ho Chi Minh City and Saigon on Integrated Environmental Protection Technologies
- **Malaysia**-Dam Design, Kota Kinabalu Water Supply, Sabah
- **PNG**-Assessment of the Hydrological Network for PNG Department of Water Resources.

INTERSTATE

Beetaloo Dam Initial Safety Evaluation Engineering and Water Supply Department, South Australia

The Department of Public Works and Services was invited to undertake a safety evaluation of Beetaloo Dam and has since prepared a report for the client. This concrete gravity dam was constructed near Crystal Brook east of Port Pirie in 1890.

The work is part of a program involving assessment of the safety status of all the major public owned dams in South Australia.

Specialised Services

PRODUCT EVALUATION UNIT

The Product Evaluation Unit (PEU) assists the Government to gain the best value for money in the development, procurement and management of public infrastructure throughout New South Wales.

The services of the PEU embrace: value management workshops, training, research, advice on practice and policy; partnering workshops; strategic planning workshops; design reviews; and project initiation workshops.

Business activities have been strategically targeted to provide local, national and international contacts and work opportunity for the Department of Public Works and Services; service quality and leadership in policy development; facilitated workplace reform and skills development in line with construction industry policy revisions; and consultancy services to the private and public sectors.

Positive exposure and accrued benefits to the Department have been the result of a wide industry acknowledgment of these specialised services. International accolades have been bestowed on the PEU Value Management Team with the award of *Best Public Sector Evaluation Methodologies and Systems* by the Australasian Evaluation Society, clear confirmation of PEU's efforts, vision and market leadership.

Value Management Studies

Within its consulting service role the Product Evaluation Unit carried out 65 Value Management studies as well as 13 workshops (using VM techniques) during the year for various public and private sector clients including Roads and Traffic Authority, Sydney Water, State Rail Authority, NSW Police Service, Department of Juvenile Justice, TAFE Commission and others. Studies have also been undertaken interstate and overseas in Hong Kong and New Zealand.

National Centre for Value Management(NCVM)

The National Centre for Value Management is a co-operative venture between the University of Canberra and the Department of Public Works and Services, with the PEU actively involved with its formation, development, management and operations.

The vision underpinning this relationship is that of an internationally recognised Centre of Excellence in research, education and practice in the field of Value Management.

The Centre offers a unique blend of facilitation, technical and human resource skills.

A Post Graduate Certificate course in Value Management Facilitation is conducted by the NCVM through the University of Canberra. The course has been accredited by the Institute of Value Management Australia Inc as approved education for prospective VM practitioners.

Further courses in Strategic Asset Management have been developed for access by New South Wales Government agencies and the private sector.

DAMS AND CIVIL

The Dams and Civil Section provides a comprehensive investigation and design service for general civil engineering works, specialising in:

- dam engineering, from feasibility stage through to final design and contract documents, technical oversight during construction, safety reviews and operation/maintenance manuals
- sewerage infrastructure-planning, concept development and detailed design
- river management, including weirs and other hydraulic structures, capacity enlargements and bank stability
- urban drainage, flood protection levees and retarding basins.

Construction of the Pindari Dam was completed during the financial year, on behalf of the Department of Land and Water Conservation.

Preliminary design studies have been completed for several water supply dams in New South Wales, with final designs completed for two new storages and one upgrading. These works are in the Coffs Harbour, Kempsey, Port Macquarie and Bathurst areas.

Design studies for the Warragamba Dam enlargement are continuing on behalf of Sydney Water. This enlargement will provide significant flood mitigation benefits for the Hawkesbury-Nepean Valley.

Detailed designs were completed for several sewage treatment plants and a wide range of pump stations and associated structures. These include the major plants at Forster and Pacific Palms (Great Lakes Council), Port Macquarie (Hastings Council) and Lennox Head (Ballina Council). Final design work has commenced on the Forster and Lake Road plants (Hastings Council).

In river management, the design and construction of river bank protection works in the Lower Hunter Region were completed. Technical advice and review services have been provided for a number of urban flood protection works throughout the State.

MANLY HYDRAULICS LABORATORY

Manly Hydraulics Laboratory (MHL) provides specialist consulting services in the fields of water, coastal and environmental solutions. MHL has a client base extending throughout Australia and overseas, particularly South-East Asia, the Pacific rim and the Middle East. It provides services to consulting engineers, Government and local government authorities.

During 1994/95, MHL's turnover was \$5.9 million, with more than 220 projects completed for clients. The projects ranged from comprehensive investigations of complex issues such as water quality modelling of effluent disposal through to data collection exercises associated with specific projects.

Highlights of the year's achievements include:

- the transfer of Sydney Water's land, assets and functions at Manly Vale to the Department of Public Works and

Services. With the security of land tenure, planning activities for redevelopment of the laboratory facilities are well underway

- water quality monitoring and assessment of numerous river estuaries and waterways subject to urban environmental pressures
- field data collection and investigations for the model testing and design of a marina harbour in Brunei
- coastal and estuarine data collection, investigation and numerical modelling for the design of a major canal subdivision city in Kuwait
- a major asset appraisal and environmental assessment of stormwater drains impacting on Sydney and Central Coast beaches
- model testing and design of a marina proposal in Pittwater
- underwater survey of historic shipwrecks for heritage purposes, including being part of the team involved in the discovery of the convict ship *Hive*
- extension of the early warning system which monitors and manages the integrity of some sections of the SRA rail-track embankments subject to risk of flood flow damage
- advising the New South Wales Department of Land and Water Conservation, the South Australian Water Resources and the Murray Darling Basin Commission on a sensitive project in Lake Victoria involving foreshore erosion and protection of ancient Aboriginal burial sites
- major projects for the Office of Marine Safety and Port Strategy, formerly the Maritime Services Board, involving investigation of environmental remediation for Homebush Bay and navigation improvements for the Clarence River
- involvement in many projects for Sydney Water, including a major physical modelling design project for Warragamba Dam
- retention by the Royal Australian Navy to develop software to convert the Australian National Tide Tables into an electronic (PC-Windows) format
- data collection and investigation for coastal, estuarine and flood studies of a number of New South Wales's coastal lagoons and waterways, and
- environmental studies of inland waterways, pump-out facilities and erosion protection.

MHL has produced a range of annual data summaries for the waves, winds, tides and river water levels systems it operates on behalf of clients. It continues to advance its technology frontier with the development of systems to the benefit of clients' interests. During the year the laboratory also published its 5th annual set of predicted tide charts for New South Wales.

In the coming year it is anticipated that the focus will continue to be on water quality investigations and on coastal, floodplain and estuary management issues. MHL's experience, its development in these fields and its strategic placement in the market, place it in good stead to make the most of opportunities as they develop.

AUSTRALIAN WATER AND COASTAL STUDIES PTY LTD (AWACS)

The Manly Hydraulics Laboratory and the University of New South Wales' Water Research Laboratory (both located at Manly Vale) combined their extensive resources in 1987 in a joint consulting role as Australian Water and Coastal Studies Pty Ltd (AWACS).

AWACS provides a vehicle for both laboratories to more formally collaborate in all areas of endeavour on a commercial basis. AWACS, as a propriety limited company, receives no government subsidies and produces its own annual report which is audited by the Auditor-General and lodged with the Corporate Affairs Commission. Copies are available from AWACS, King Street, Manly Vale.

The company showed an operating loss in its seventh year of operation (October 1993-September 1994) of \$11 294, compared with a profit of \$4334 for the previous year, resulting from a turnover of \$2 272 600 (down approximately \$1 million on the previous year). The downturn in company performance was due to the extended depression in Australian and world economies, and the wind down in work for the Sydney ocean outfalls.

The Directors expect the coming year to be one of consolidation, while new financial controls are expected to put the company on line for a balanced budget. Thereafter,

the company is set to expand, taking advantage of the economic recovery and increased overseas project opportunities, particularly in South-East Asia. The importance of maintaining high quality services and client confidence within a long term sustainable growth plan is recognised.

The annual operating profit or loss, although recognised as important, is not in itself a measure of the success of AWACS.

The growth of AWACS' reputation with international recognition as a centre of excellence, provision of high quality specialist services to clients, increases in staff capability and experience, improved facilities, access to wider resources and internal efficiency improvements are all important measures of AWACS' long term success. The real measure of financial success is to be found in the improved performance of the individual shareholders' laboratories.

A major initiative this year for AWACS was the appointment of Mr R J Eagle (AWACS' Chairman) to the newly formed Australian Marine Industry and Sciences Council (AMISC). AMISC is a national advisory council which reports directly to the Federal Minister for Industry, Science and Technology on the development of Australia's marine-based industries.

ENERGY MANAGEMENT

The Department works with government agencies and other organisations to ensure that energy is managed effectively and used efficiently, thus reducing costs and greenhouse gas emissions. In a consulting role the Department has also been engaged by interstate and private sector organisations.

Achievements have included:

- implementation of the Government Energy Management Program, demonstrating potential annual savings of \$7.7 million and tonnes of greenhouse gases
- training of more than 200 public sector personnel
- energy audits of local and state government authorities and private sector facilities, identifying more than \$3 million savings and tonnes of greenhouse gases
- participation with ECO Design Foundation in the

provision of photovoltaic (solar) power system in a refurbished school building at Rozelle.

STRUCTURAL AND GEOTECHNICAL ENGINEERING

The Department is participating with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) in preparing guidelines for residential construction in flood susceptible areas of the Hawkesbury-Nepean Valley as part of the Hawkesbury-Nepean Floodplain Management Project.

The primary purpose of the work is to provide councils, designers, specifiers, developers and the public with specific and comprehensive information on the disadvantages of traditional building construction and practice in flood susceptible areas. Also the guidelines will provide guidance on measures that might be taken to improve the performance of buildings, both during and after a flood.

HYDRAULICS SERVICES

The Department of Public Works and Services provides a full range of hydraulic engineering, investigative and advisory services and water saving services to State and Federal Government agencies. The most notable project undertaken during the year was hydraulic services for the Sydney College of the Arts, Kirkbride. This work comprised the design of sewerage and tradewaste drainage, gas, domestic water and the re-use of stored stormwater for fire services.

Contract documentation was prepared for the implementation of water management at Sydney International Airport and the Long Bay Correctional Centre. The implementation of improved water management techniques at these sites will assist in monitoring usage and identifying areas of leakage.

NOISE AMELIORATION OF SCHOOLS AND PUBLIC BUILDINGS AFFECTED BY THE THIRD RUNWAY

The Federal Government determined the geographic zones in which it is prepared to ameliorate noise levels in public buildings and houses as a result of noise generated by the third runway.

Australian Construction Services (ACS), a division of the Department of Administrative Services (DAS), was nominated to project manage all construction and acquisition activities in government buildings, private schools and residential housing on behalf of the Federal Government.

DPWS was engaged by the Department of School Education, TAFE Commission, Catholic Education Office, Rozelle Hospital and Newington College to be the interface with ACS and provide a technical advisory service to ensure that appropriate standards are attained.

The Department has prepared a performance brief, setting out standards which it requires to be obtained when the buildings are treated for sound attenuation. The brief is based upon Australian Standards for air conditioning noise levels and acoustic performance inside the various buildings. These standards are to be achieved by the Federal Government.

MATERIALS TESTING AND CHEMICAL SERVICES LABORATORY

The Laboratory continued to provide the following services:

- monitoring the performance of country water supply and sewerage works for local government, producing 35 per cent of its total income
- testing of beach sand for grease content on behalf of the Environment Protection Authority
- administration of the Cement Quality Assurance Scheme
- geotechnical testing.

New analytical procedures for acid-sulphate soils developed during the year were successfully utilised on the Kempsey Water Supply and Pacific Palms Sewerage projects.

Concrete testing by the Laboratory succeeded in generating sufficient test data to report on the temperature rise, drying, shrinkage and sulphate resistance performance of all cements registered under the Cement Quality Assurance Scheme.

The Laboratory is involved also in an analytical investigation to determine the validity, repeatability and reproducibility of new Australian Standards test methods.

SURVEY AND LAND INFORMATION SERVICES

The Department provides a comprehensive range of surveying, sewerage reticulation design, computer aided drafting and design (CADD), geographic information systems, project management and property acquisition services. The section utilises the latest technology and innovative techniques both in the field and in CADD processing in the delivery of quality services.

In 1994/95 these services supported a wide range of project types including water supply, sewerage, coast and estuary management, flood and dambreak studies, building projects and total asset management.

Notably, the \$3.2 million Stage 2 of a major asset data capture project for the Department of School Education (DSE) has been completed. Digital information obtained on all the high schools in the State in Stage 2 of the project has been delivered to the DSE with site and floor plans and supplementary information provided to each school. Stage 3 comprising data capture for 1200 primary and central schools has commenced and will continue in 1995/96. The land and building asset information obtained will be incorporated into a Geographical Information System to assist DSE management in strategic and asset management decisions.

The acquisition of leasehold and tunnel easements commenced for the new southern railway which will start at Central, is routed via Mascot to the airport and joins the East Hills line at Turrella. The Department's expertise in compulsory land acquisitions is being utilised by the State Rail Authority for this project and the acquisitions will proceed progressively in line with the project construction program.

Land acquired for 107 water and sewerage schemes and 17 part schemes was vested in relevant councils during 1994/95. This simplified program has been made possible by new vesting provisions in the Local Government Act 1993.

MECHANICAL AND ELECTRICAL WORK

The Department continued to provide clients with complete and comprehensive specialist services in all areas of water and sewerage pumping/treatment and building engineering, including telemetry, acoustics, security, communications, air conditioning, electromedical equipment, medical gases, sterilising and lifts.

In 1994/95 the range of completed projects included the installation of \$20 million of electromedical equipment, the provision of security consultancy services for 70 projects with a total value \$3.6 million, and the provision of energy management consulting services to various government agencies, both local and interstate, and to private sector clients.

TOTAL ASSET MANAGEMENT SERVICES

Total Asset Management is essentially a strategy to assess the need for infrastructure and the management of assets over the whole of their life-acquisition, operation, maintenance, refurbishment and disposal.

A specialised unit undertakes the provision of total asset management services to a range of clients for a range of asset types. The unit has a charter to foster the development of asset management services within State Projects and also across the whole of the Department of Public Works and Services.

This year the Department consolidated its business with local government clients. It secured 20 commissions to assist councils with management of their assets, principally water and sewerage.

An asset management software called *TAMS Computer Applications* was developed and released. This software package was designed to cover a range of assets typically owned by local government and some state government agencies (ie water, sewerage, property, buildings, drainage, flood mitigation and equipment). In addition, a major upgrade of "CAMSYS", a sophisticated maintenance management system, was released.

HERITAGE GROUP

Heritage Areas

Significant heritage works were undertaken during the year. These works included conservation plans for:

- Railway Institute Building
- Royal Prince Alfred Hospital
- St Mary's Cathedral
- Central Railway
- Building C (Museum of Technology)
- Sydney Harbour Bridge
- Eveleigh Locomotive Workshops
- Coffs Harbour Jetty.

Significant reports during the year included:

- Conservatorium of Music condition report
- Walsh Bay Redevelopment tender preparation and evaluation.

Public Buildings

PUBLIC BUILDINGS STONE CONSERVATION PROGRAM

The program was established to make the best use of limited resources and skilled labour in a 20 year program aimed at conserving the State's heritage buildings.

Specific objectives of the program include:

- creating and maintaining a database of the State's stone structures, their significance and condition and determining practical methods for conservation and management
- identifying replacement sources of first quality "Yellowblock" sandstone to ensure a guaranteed supply for future use
- ensuring the orderly programming of repairs to State assets, avoiding competition for scarce resources between contending government agencies, and promoting competition in the private sector.

\$5.4 million was allocated for the stone program in 1994/95. The main projects involved were the Australian Museum, Government House, Sydney Institute of Technology Building W (Marcus Clarke), Sydney TAFE Building C, Farm Cove Sea Wall, Newtown North Public School, Fort Denison and Newington House.

Forward three and five year major works projects have been proposed together with economic appraisals.

COMMUNITY AND HERITAGE RETENTION UNIT (CHRU)

Property Management of Crown Property Portfolios 5 and 6

The CHRU manages 80 tenancies in 33 properties with a total rental of \$5 million per annum. Certain properties have been sold from this portfolio in order to foster regional development, including the sale of an industrial parcel on Kooragang Island, Newcastle and the sale of a site as part of a future regional retail centre at Taree.

Free or subsidised access to certain properties has also been allowed for various community groups including Friends of the Baths (Balmain), The Smith Family (Christmas hamper preparation and distribution), Children's Medical Research Institute, Stroke Recovery Association and Friends of Vacluse House.

Access to certain significant properties has been allowed to facilitate major film industry shoots. These have included planned and current feature films, such as COSI, Race the Sun, Roli-Poli Man, A Veterans Affairs documentary commemorating 50 years since World War II, New South Wales Users and AIDS Association, Metro (community Television and PACT (community theatre group).

Asset Management Plans

Some asset management plans were completed and others commenced for the Kooragang Island Industrial and Wetlands Estate, the Mortuary Station at Central, Erecting Shed at Eveleigh and moveable items of heritage within the Locomotive Shed at Eveleigh.

Conservation Plans

The Department co-ordinated the preparation of conservation plans for the moveable heritage items within the Chief Secretary's Building and for historic Scott Street Terraces at Pymont. Both projects involved various forms of community consultation, co-ordination with government agencies and negotiation with local councils and the Heritage Council.

Government House received attention under the Public Buildings Stone Conservation Program



Maintenance of Heritage Assets

During 1994 the Department participated with the then Department of Planning in convening three seminars and the preparation of a manual on the maintenance of heritage assets. The seminars were attended by a range of asset managers across government and were highly commended by the Heritage Council of New South Wales.

Conservatorium of Music

The Department of Public Works and Services is acting for the Department of Training and Education Co-ordination in investigating options for the future location of the Sydney Conservatorium of Music and the Conservatorium High School. In January 1995, capital works funding was secured to locate the conservatorium within the grounds of Rozelle Hospital. The Department is reviewing opportunities to locate the Conservatorium within Rozelle as well as investigating alternative sites.

The Conservatorium suffers severely from a split campus, inadequate space and space which does not operate acoustically. Plans for a new Conservatorium would see an increase of more than 40 per cent in useable space and an upgrade to world standard in the quality of facilities.

The Properties for Community Purposes Program

The Properties for Community Purposes Program is an administrative program which co-ordinates requests received by the government from community based organisations for the use of surplus government property. If an organisation is considered eligible, the Department of Public Works and Services may assist by searching the Property Disposal Program for suitable and available surplus property. Approximately 30 enquiries were received during the year and these were referred to identified government agencies for further action.

GOVERNMENT ADVERTISING AGENCY

The Government Advertising Agency co-ordinates all government advertising undertaken by New South Wales Government departments and authorities. It operates a

Master Media Agreement and also places and bills advertising directly with the media and through appointed agencies. The Agency also publishes the Public Service Notices, a weekly publication which details all vacant positions within government departments.

The New South Wales Government Master Media and Media Placement contracts were renewed during the year. Media Decisions Pty Ltd was appointed Master Media Agency for Government campaign advertising effective 1 January 1995 for a three year period.

Neville Jeffress Sydney Pty Ltd was awarded the Government's Media Placement Agency contract for non campaign advertising. The contract is for three years commencing 1 April 1995.

Sterling Media Pty Ltd was awarded the typesetting contract for three years from 1 May 1995.

The electronic transfer via modem of recruitment composite advertisements to the John Fairfax Group and News Limited was introduced in March 1995.

More than \$15 million savings in Government advertising costs was achieved by the Government Advertising Agency during the year.

GOVERNMENT INFORMATION SERVICE

The Government Information Service is responsible for providing government legislation and other government publications either through the two bookshops in the city and Parramatta or by subscription or mail order. It also provides information on government services and initiatives to the public through a telephone enquiry service.

The Public Telephone Information Enquiry Service (PTIES) was enhanced to provide a facility to immediately transfer enquiries to relevant government agencies. *Access-New South Wales Government* receives approximately 500 calls a day on Government initiatives and programs.

The Olympic Business Information Service (OBIS) was launched in March 1995. OBIS is a central registration

database operated by the Government Information Service for business to be kept informed of developments in Olympic planning.

Parlidx, an interactive database on responsible government, was launched on 13 October 1994. Parlidx is produced and distributed on computer disk.

The electronic legislation service was extended during the year to provide customised packages of Acts and Regulations to meet the individual needs of customers. *Legipack* is an annual subscription update service with all package amendments being automatically supplied to customers each month.

In addition to Club Law and State Finance Law, *Legipack* subscriptions have been introduced for a number of collieries and various divisions and branches within government agencies. The active promotion of this unique legislation product is a priority for 1995/96.

The next edition of the Government Directory will be available in September and will also be published on disk. A search/browsing facility will be included subject to commercial viability being justified. This edition will include all changes made to the New South Wales public sector administration since the March 1995 election.

The Government Pavilion at the 1995 Royal Easter Show (organised by the Government Information Service) included 19 State Government exhibitors. The Pavilion was a popular attraction at the Show with more than 634 000 visitors, or 73 per cent of the total attendance.

STATE MAIL SERVICE

The State Mail Service provides a mail collection and delivery service for New South Wales Government organisations and statutory authorities. Its vast network services over 2500 individual client locations in the Sydney Metropolitan Area on a door-to-door basis and over 1500 clients in 63 country locations. It processes 28 million articles of mail annually and saves clients up to 39 per cent of their total mailing costs.

The State Mail Service achieved new business opportunities in inserting and packaging services, expanding mail services in Wollongong, providing an exclusive motor-bike delivery service for the NSW Police Service and commencing delivery of uniforms for Police Procurement Services.

Two projects are being conducted which are funded by a Business Award received under the Small and Medium Enterprise Round of the Australian Best Practice Demonstration Program. State Mail Service was the first government business operation in Australia to receive such an award.

The projects involve the development of self-managed teams, a performance management system and a reward and remuneration system for the teams.

Since funding began, SMS staff have visited the United States to gather information and there have been two more site visits to State Mail. The first visit was by the Best Practice Monitoring team to monitor the progress of the project and consisted of representatives from Qantas and the Commonwealth Department of Industrial Relations and Employment. The second visit was by representatives from the public and private sectors: Qantas, MSB, Waterways, Attorney General's Department.

GOVERNMENT PRINTING SERVICE

The Government Printing Service is a professional service provider to government organisations in the areas of technical advice, specification and tender preparation, document and artwork creation, printing, publishing and document reproduction. There are 20 instant print branches located throughout the State, also sales and marketing staff visit clients to ensure proactive service. The GPS also facility manages forms stores and copy centres for its customers.

NSW SUPPLY SERVICE

The NSW Supply Service is the contracting agency for common use goods and services on behalf of New South Wales Government departments and other approved customers. As experts in contracts and supply, NSW Supply Service provides substantial cost savings, access to a wide

range of products, contract expertise and professional advice on purchasing as indicated by the following statistics:

- over 300 period contracts in place at any one time
- 150 000 line items within these contracts
- \$1.275 billion of sales per year;

A recent study by an independent specialist company analysed 141 major period contracts/products managed by NSW Supply Service and identified that on average:

- the period contract price was 21 per cent below the trade price
- the period contract price was 54 per cent below the wholesale price
- the period contract price was 66 per cent below the retail price.

A number of major contracts provided a new innovative range of services to clients. Some examples are:

- distribution contracts for hardware, plumbing
- model offer system (purchase of motor vehicles)
- temporary staff
- media placements
- medical and pharmaceutical supplies.

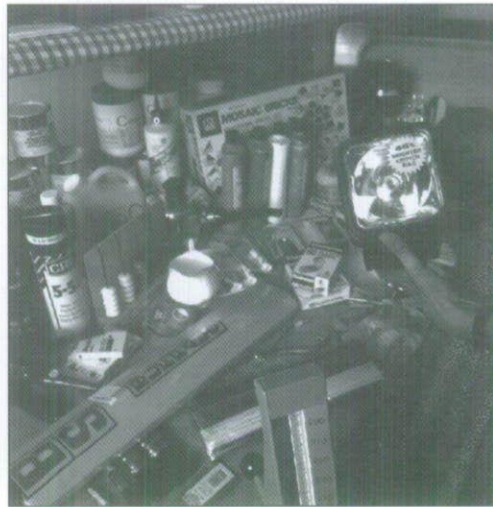
INFORMATION TECHNOLOGY SERVICE

The Information Technology Service arranges general use computer and telecommunication contracts for New South Wales Government departments and authorities and provides assistance for clients wishing to purchase major computer installations. ITS offers expert advice on any aspect of information technology contracting and purchasing.

ITS has also been involved with the establishment and implementation of the Government Selected Application Systems Program (GSAS). A number of contracts which will be used throughout the New South Wales public sector have already been put into place and development of other contracts will continue.

Q STORES

Q Stores is a supplier of consumable products to Government departments and other eligible organisations, providing significant savings in both direct product costs and



Q Stores offers a selection of over 4000 products to its clients

the indirect costs associated with procurement and inventory maintenance. The Q Stores' quality product lines include school products, stationery, hardware, kitchenware and cleaning products, medical, chemical and houseware items.

New and effective customer communications tools have been introduced at Q Stores in the past year. These include *Q Deals*, a colour brochure showing new and discounted items, and a PC based *Quick Order System (QOS)*, which is a catalogue ordering system on disk.

Inventory at Q Stores was reduced from \$7.3 million in June 1994, to \$6.042 million at 30 June 1995. During the year a low point of \$5.2 million was achieved.

THE ELECTRONIC INFORMATION SYSTEMS GROUP

The Electronic Information System Group develops and manages New South Wales Government electronic commerce initiatives including Supplyline, the New South Wales Government's electronic trading network, and CAMS, the electronic Contract Administration and Management System. Supplyline provides public sector agencies and their trading partners with an up-to-date electronic database of all NSW Supply period contracts and Q Stores items and prices as well as providing an electronic data interchange (EDI) trading network, eMail system and Electronic Funds Transfer (EFT) facility. This service is provided to the Government under contract by National Electronic

Interchange Services Pty Limited (NEIS). CAMS provides a state of the art electronic tender creation, dissemination and receipting facility for automatic updating of the Supplyline database.

Supplyline has been marked by sustained growth. Public sector organisations capable of full electronic trading have increased from 29 sites in October 1991 to 140 sites in April 1995. Sites operated by period contractors have increased from 75 to 340 in the same period. The greatest growth has been in the number of organisations accessing the Supplyline database for information on Q Stores and period contracts. This has seen an increase from 21 sites to 524.

While Supplyline has grown rapidly over the past two years and is now evident in all administrations, a large percentage of the growth has been in relatively low technology database access solutions without large scale electronic trading being implemented. However, a second stage development in the use of EDI is now evident with a number of organisations seeking to integrate Supplyline with their internal materials management and financial systems.

Supplyline has sparked widespread interest in electronic trading in Government. The result is that today a number of related projects are being implemented throughout the New South Wales public sector. One such project is the Office of State Revenue's TaxLine system. Work is well advanced on the service to facilitate the electronic lodgement of payroll tax deductions and stamp duty assessments as well as the electronic transfer of associated payments. It is estimated that the TaxLine proposal will cut up to 50 per cent off the cost of collecting State Government taxes and duties and will save more than \$4.5 million in reduced processing costs and improved efficiency during the first five years. The system is now in pilot testing in seven sites.

STATEFLEET SERVICES

StateFleet Services provide fleet management and leasing services at cost effective rates to the public sector. Services include fleet management, vehicle leasing, vehicle disposal and fully managed lease covering fuel, maintenance and repairs. StateFleet Services' range of services are

administered statewide through an extensive computer network.

The Macquarie Bank passenger vehicle leasing facility through StateFleet Services has been extended to \$250 million.

This was achieved by the inclusion of a second financing organisation which will operate in conjunction with Macquarie Bank.

PROPERTY SERVICES UNIT

The Property Services Unit continues to play a key role in the strategic management and disposal of government property assets. The Unit enjoys a sound client relationship with numerous government agencies, notably Treasury, Department of School Education, State Rail Authority and the Department of Community Services.

Twenty three surplus properties were managed and sold during 1994/95, raising \$67 million in revenue for 10 client agencies. The work of the Unit is developing into a broader client base and a wider range of more sophisticated services.

PORTFOLIO MANAGEMENT SERVICES UNIT

The Portfolio Management Services Unit completed an annual review detailing portfolio direction for the next three years and an insurance review which indicated an owned portfolio reinstatement cover of \$580 million.

Three new management responsibilities were secured: the Crown's freehold and ground lease interests in the Sydney Fish Market site, the State Bank building in Elizabeth Street, and the 30 000 square metres headlease of Governor Macquarie Tower.

The first year of outsourced property management partnership with Knight Frank Hooker was successful as was facility planning and general property consultancy services for 20 Government departments and agencies.

Information Technology and Telecommunications

GOVERNMENT POLICY

The convergence of information technology and telecommunications (IT&T) holds the key to a future where streamlined government will provide dramatically better, faster, more comprehensive and cheaper services to taxpayers and other users of government services.

The Department of Public Works and Services is developing a balanced and co-ordinated whole-of-Government approach to IT&T. There will be an increase in efficiency and productivity of government processes, facilitating affordable, accessible services which are responsive to community needs. Economic development will be promoted through co-ordinated buying power, strategic alliances and clever solutions.

It is proposed to make the public sector a model of IT&T Best Practice which will be emulated by the private sector. In time the Department will be the provider of an electronic network supporting common operations between government agencies and between the private sector and government agencies.

Government Radio Network (GRN)

During the year, Phase 1 of the network which covers the greater metropolitan area of Sydney, and Phase 2 which covers Newcastle and Wollongong and the regions north to Muswellbrook, west to Orange and south-west to Queanbeyan, became operational. The number of users connected to the GRN at the end of June totalled 6211 with another 50 units awaiting connection.

Motorola's decision to locate its Corporate Research and Development Centre of Excellence for Wireless Communications in Sydney flowed from its contract with Telstra to supply GRN equipment to the Government, and was a direct result of State development obligations under the contract. The \$112 million Motorola R&D centre was opened on 19 May 1995. It is foreshadowed the centre will

employ 125 people over the next five years with the long term potential to employ 200 people. It is also expected to lead to additional economic development well in excess of \$100 million. This facility will enable qualified local business to take advantage of major export opportunities for both product development and manufacturing.

Telephone and Data Network

As at 30 June 1995, 92 agencies were connected to the Government's telephone and data network.

Strategic Relationship Agreement (SRa) Rebates

The SRa encompasses a series of pricing plans spanning more than 3000 telecommunications services on a whole-of-Government basis. For the 80 per cent of agency expenditure with Telstra eligible for a rebate under the plans, the average rebate exceeds 16 per cent. In addition, the agreement provides the opportunity to assist agencies in the process of consolidation of their services.

The first SRa rebate was received in August 1994 and since September 1994 rebates have been distributed to each agency on a monthly basis.

The New South Wales Government spends in excess of \$250 million per annum on a wide range of telecommunications services. More than \$200 million of this annual expenditure is for services supplied to agencies by Telstra as the principal carrier.

Optus Strategic Alliance

A strategic service agreement was entered into with Optus Communications on 28 July 1994 providing for CMTS (cellular mobile telephone services) and was effective from 1 August 1994. It will cut approximately \$6 million from the Government's mobile telephone bill over three years.

The agreement offers whole-of-Government incentives and has the potential to widen its scope to include such services as data, long distance and even local calls. During the course of the year Optus has migrated 4500 mobile phones to the Government's service agreement. This includes such major

agencies as the Department of School Education, Department of Corrective Services, Department of Health, TAFE Commission, Department of Housing and Sydney Electricity. In addition, the Optus rebate procedures were established and distributions commenced.

Government Selected Application Systems (GSAS) Program

GSAS is a whole-of-Government information technology strategy. The Department of Public Works and Services establishes and constructs appropriate panel contracts to achieve greater consistency and facilitate information transfer, particularly in the Budget Sector.

The first GSAS panel contract catered for Human Resources and Payroll Management. The second, Financial Management Systems, is now operative, and the third and fourth contracts, Records Management Systems and Electronic Mail Systems, are expected to be operative by the end of 1995.

Prior to the implementation of the GSAS program, Government agencies were required to undertake detailed and sometimes complex processes to select suitable software solutions. Duplication of effort and costs were considerable.

The GSAS initiative will simplify the selection of software applications and reduce the time frame for the implementation of corporate systems; Government purchasing leverage will be significantly increased by reason of a market considerably expanded by the combining of all agencies' common requirements. All New South Wales government agencies requiring a replacement or a major upgrade of a corporate system must now utilise an appropriate GSAS panel contract where one is available. Where special circumstances make it necessary to select an application from outside the established contracts, full, detailed justification is necessary and approval from the Department of Public Works and Services is required.

Austel Numbering Plan

As part of the Strategic Relationship Agreement with Telstra, the Government finalised in March 1995 a whole-of-Government agreement for the project management of the

number plan changes required on telephone systems and equipment at more than 5500 sites. These changes are required as a result of the AUSTEL Number Plan changes being implemented across Australia over the next four years.

By negotiating a whole-of-Government agreement, the Department of Public Works and Services was able to deliver an effective 50 per cent savings to agencies over the cost of individual contracts, as well as a co-ordinated change process designed to minimise disruption of services as the number plan is progressively rolled out. Lunchtime seminars were conducted to present the concept of the service to agency communications staff.

BUSINESS SERVICES

Computer Visualisation

The Department provides a full range of visualisation services which enable clients to "look around" proposed buildings to get a feel for the final product, with all its correct colours and finishes. This computer animation brings architectural and engineering designs to life.

In 1994/95 the Department's Technology Unit won a Silver Award for computer visualisation of the future Olympic Stadium.

Department of Corrective Services/Department of Public Works and Services Computer Link

As part of a client service initiative in April 1995, the Director-General commissioned an electronic data link between the computer networks of the Department of Public Works and Services and the Department of Corrective Services (DOCS).

Initial use of the paperless, real time data link was between the Department's Public Buildings Branch and DOCS' Capital Works Branch. However, it has now been expanded to include DOCS Executive and Regional Commanders and DPWS Western Prisons Site Office for sharing program/project information and general communications.

The use of existing components where possible has resulted in a low cost highly effective link between the two organisations. It is currently proposed to expand the link by providing a shared directory containing DOCS/DPWS data base material, including graphic presentations and financial spreadsheets.

Response to Natural Disasters

RESPONSE TO EMERGENCIES

The Department of Public Works and Services has a central role in responding to emergencies through:

- **State Emergency Management Committee** membership of the Business and Development Group Manager, Operations Division, and the General Manager, Telecommunications Unit, Information Technology and Information Division, as co-ordinators of engineering services and operational telecommunications support.
- **State Disaster Plan (DISPLAN)** co-ordination of engineering services by the Business and Development Group Manager, Operations, and appointment of senior regional engineering personnel to each Police District to co-ordinate engineering resources required for emergency situations. District engineering services plans (supporting plans to District DISPLANS) were completed during 1994/95.

DROUGHT 1994/95

The serious and widespread nature of the drought in this State in late 1994 led to the formation of an interdepartmental Drought Action Team. The Department played a key co-ordination role in monitoring and providing advice to local government councils and the Government with regard to essential water supplies to country towns.

Contingency plans were developed for alternative water sources for towns where the normal permanent sources were under threat and availability of equipment likely to be required was verified and monitored.

WATER TRAIN TRIALS

In recognition of the increasing severity of the drought situation, a major trial, aimed at checking the feasibility and practicality of carting large volumes of water by rail whilst maintaining portability, was undertaken between 10-12 December 1994.



State Government, Local Government and the private sector contributed resources and co-operated in the successful water train trial

The format of the exercise was to load 500 000 litres of drinking water to rail tankers, (half from Sydney and half from Taree), transport it and unload at Kempsey. Kempsey was chosen because it typified many large towns which could require assistance if the drought persisted. Potential viable loading and unloading scenarios were selected and disinfection of the water was maintained to ensure potability.

The Department of Public Works and Services, State Rail Authority, Sydney Water, Kempsey Council, Oxley Electricity and Water, local Volunteer Fire Brigades and Bushfire Services and the Manildra Group (loan of rail tankers) all contributed resources and co-operated to effectively carry out the trials.

The trials identified the likely principal problem areas but demonstrated that rail cartage of drinking water could be carried out effectively if large volumes are required over long distances. The Department has prepared a full report on the trials if such cartage is required in the future.

Emergency Water Treatment Equipment

A containerised, continuous microfiltration water treatment plant, 300 kilolitres per day capacity, has been purchased. The plant is provided with a trailer for urgent road transport to any location in the State and is equipped with a portable diesel generator.

The plant can be used to provide reserves of potable water for small rural and aboriginal communities from non-potable bore or river sources or for treatment of water polluted by blue-green algae.

NATURAL DISASTER RELIEF ASSISTANCE PROGRAM

The primary objective of this program is to reduce the impact on communities of natural disasters such as storms, floods, bushfires, earthquakes and cyclones by providing financial assistance to restore public infrastructure.

The program is based on long standing arrangements between the State and Federal Governments and its funding guidelines are being revised by the Federal Government. At State level, Treasury is responsible for the oversight of all elements of the Natural Disaster Relief Arrangements. However, the Department of Public Works and Services is only responsible for the restoration of council assets.

Three natural disasters were declared during 1994/95:

- In November 1994, floods affected parts of the Central West of New South Wales, the Hunter Region and the South Coast. Areas as far apart as Dubbo, Narromine, the Blue Mountains and Sydney, particularly the northern suburbs, were among the worst affected
- During January 1995, considerable storm and flood damage took place in the central and western regions of the State. Flood warnings were issued for the Paroo, Bogan, Namoi, Warrego and Culgoa Rivers, while essential food items had to be flown in to the township of Wanaaring. Sandbagging of Nyngan also occurred
- Storms and flooding which occurred throughout eastern New South Wales during the later part of February and into March 1995 caused significant damage. Serious flooding affected the business area of Port Macquarie and roads were closed for a short period of time, isolating Wauchope.

Financial assistance totalling \$13.85 million was provided to 33 councils and authorities for ongoing repair work. It is expected that a further \$1.55 million will be spent on repairing the damage caused by the bushfire disaster that occurred in January 1994 and the above listed disasters.

Environmental Issues

The Department of Public Works and Services is well placed to be a pacesetter in environmental design and construction because of the volume of public construction and the size of current government public building assets. Improved environmental performance in infrastructure and capital works has been identified as a major priority and guidelines are being formulated.

The Department is continuing to develop a suite of environmental policies including energy efficiency, water conservation and recycling, heritage conservation, environmental rating of projects, protection of the natural environment, avoidance of environmentally sensitive materials, waste avoidance and pollution reduction and a healthy working environment.

ENERGY EFFICIENCY

In conjunction with the Department of Energy, DPWS continues to develop efficient energy management strategies for existing and future public buildings.

The "Energy Efficiency in Education Program", an initiative of the Departments of School Education, Energy and Public Works and Services, is being demonstrated in 10 schools to improve energy efficiency and give students a first hand look at what is involved in carrying out an energy audit. Also, it provides students with an appreciation of the environmental and economic benefits of saving energy.

The program has achieved average electricity cost savings of up to 20 per cent. If the program were to be expanded to all schools in New South Wales, potential energy savings would be approximately \$3 million per annum with a corresponding reduction of 23 800 tonnes of Greenhouse gas emissions.

Similar "demonstration" projects are being undertaken at four TAFE colleges. Although work is incomplete, audit findings are predicting ongoing savings of at least 10 per cent. Expanded to all TAFE colleges, potential savings of \$1 million

per annum with a corresponding reduction of 7400 tonnes of Greenhouse gas emissions are anticipated.

In addition, numerous energy audits were carried out for various other government agencies and some private sector clients.



Bob Crawford, Department of Energy and Bruce Cooke, Manager, Energy Management Unit, DPWS, together at the Renewable Energy Conference, Sydney

HEALTH AND SAFETY

Improved Standards

Surveys have been undertaken and management plans prepared for a number of government agencies to phase out the use of ozone depleting substances such as chlorofluorocarbons (CFCs) and halons.

During the year the Department provided advice and guidance to the construction industry on *legionella* control, design and manufacture of warm water systems.

The Department continued with inspections and reports on the upgrading of mechanical and electrical work of buildings to ensure compliance with the health and safety requirements of current Australian standards, Workcover guidelines and various building codes. During 1994/95 upgrading works valued at \$0.723 million were undertaken.

Gas Heater Replacement Program

The carriage of the Gas Heater Replacement Program for the Department of School Education continued.

This program involves the progressive replacement of all "blue-flame" gas heaters in New South Wales schools with low NO_x heaters and the testing and/or repair of remaining

blue-flame heaters, to ensure their safety until total replacement is achieved. \$1.8 million was expended on the program during 1994/95.

CLEAN UP AUSTRALIA-2000 PROJECT

As part of the Clean-Up Australia campaign, a new wastewater treatment plant is being provided for Sydney's Taronga Zoo. The plant will prevent animal effluent and stormwater discharging into Sydney Harbour.

The project has the support of State and local governments and industry and is being funded by donations and voluntary work. As part of the project team the Department is providing the required mechanical and electrical design and construction supervision expertise.

WATER AND SEWERAGE SOLUTIONS

Water Conservation

DPWS participated and contributed to the recommendations of an expert panel on water conservation and recycling for the Sydney Olympics site at Homebush Bay.

Extensive studies were undertaken with the Department of Land and Water Conservation (DLWC) to develop appropriate environmental flow regimes for water supply schemes such as Hastings District Water Supply. Additional storage was provided in the scheme to ensure protection of the instream environment during low flows. Similar environmental flow protection measures are now being built into all new water supply schemes in line with Council of Australian Government (COAG) requirements.

A project to install interim nutrient removal facilities at the old Cooma sewage treatment plant pending construction of a modern facility was undertaken with Cooma Council, and ACT Electricity and Water (ACTEW). This initiative greatly reduced phosphorus discharges to the upper Murrumbidgee River and Cooma Council received a Commendation for the project in the 1995 National Awards for Innovation in Local Government.

Water Audits

The Water Audit Program continued this year saving approximately \$1 million in identifying leaks and installing water saving fixtures.

Audits carried out this year resulted in major water and cost savings for Prince of Wales Hospital, Long Bay Correctional Centre, Central Station and Sydney International Airport.

A business plan on water saving services was implemented during the year. The plan makes the Department of Public Works and Services a leader in water saving systems, monitoring, audit and control and will ensure clients are provided with a quality service which minimises leakage and waste.

In 1994/95 the Hydraulics Group carried out a water audit of the McKell Building, the Department's headquarters. Actions resulting from the audit have realised annual savings in the order of \$18,000.

Environmental Repair Projects for Sydney Water

A number of environmental repair projects have been project managed for Sydney Water. The construction of two larger artificial wetlands commenced at Warrawong and Bendalong. The wetlands, valued at some \$1 million, are designed to remove nutrients and sediments from stormwater. At Oak Flats a dredging and landscaping project was managed at an estimated cost of \$250 000. Also a major estuarine restoration project costing \$750 000 was completed at Bellambi Lagoon.

Industrial Water Recycling

In a world environmental first, all effluent from the Hunter Sewerage Project's new Dora Creek treatment plant on the shores of Lake Macquarie is to be pumped to the nearby Eraring Power Station.

The power station is one of Australia's largest, generating a quarter of New South Wales' electricity needs. The effluent recycling plant will greatly reduce the amount of fresh water required by the station for washing down and cooling

purposes, cutting its water costs from \$1.2 million a year to less than \$100 000 in current commercial values.

This \$4 million high-tech Australian-designed plant is the first in the world to use membrane filtration. It removes all bacteria from the effluent, in tandem with reverse osmosis which removes all traces of salt.

BUILT ENVIRONMENT

During the year the Department made significant advances in the integration of environmental issues in the planning, procurement, and construction of capital projects. Periodic environmental design audits identified areas of opportunity for furthering protection of the environment.

Building Materials

The Department, with technical assistance from the University of New South Wales, has achieved a national first with the practical incorporation of embodied energy analysis in the selection of building materials for the Environment Protection Authority's new chemistry laboratory in Sydney. This has enabled the use of cladding materials made with substantially lower amounts of energy than traditional alternatives.

Timber Policy

In June 1995 the Minister for Public Works announced a new timber policy banning the use of timber from rainforests and

other areas of high conservation value in all future departmental projects.

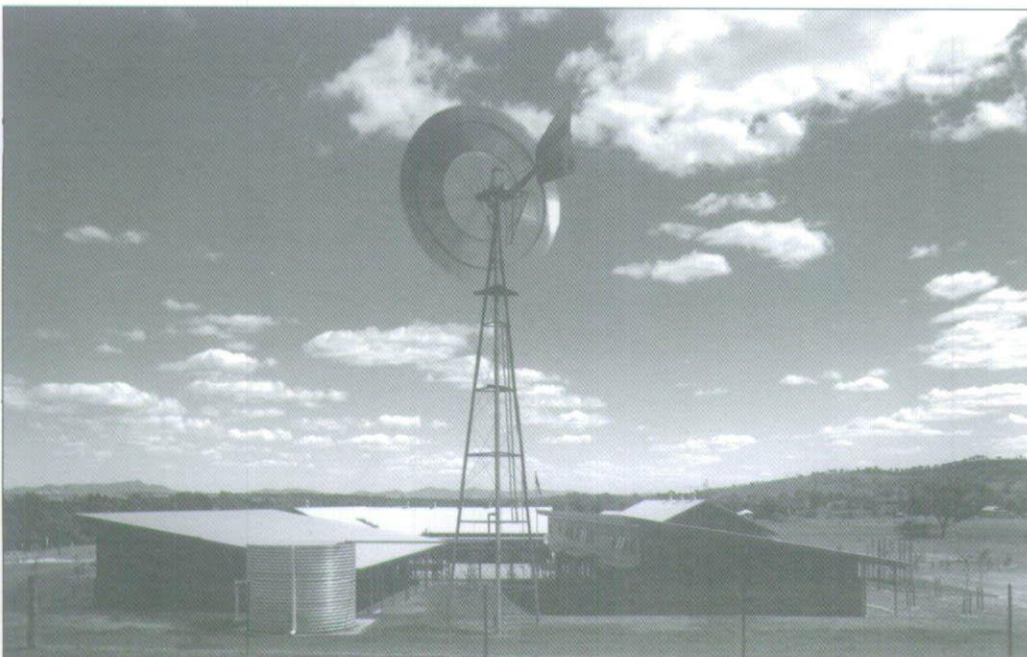
Under this policy new specifications for design briefs and construction contracts will need to specify only the use of plantation timber; timber from sustainably managed regrowth forests; recycled or salvaged timber; or engineered or glued timber composite products.

From 1 July 1996, no timbers from Australian high conservation forests are to be used in projects undertaken or managed by the Department.

ENVIRO-FRIENDLY SCHOOLS

New schools are being designed to utilise, where possible, the benefit of environmental studies. Project prototype proposals for major capital works include:

- natural light and ventilation measurement
- stormwater storage tanks
- dry/composting WCs
- solar panels
- appliance energy efficiency
- foundation treatment-non chemical methods
- variable state wide school design solutions
- landscape water conservation design
- chemical disposal in high schools.



RAIA architectural awards' judges indicated Nemingha Public School is a "fresh, happily designed primary school that will be good for the children's education as well as for the environment itself"

RECYCLING AND WASTE MINIMISATION

The deskside system for recycling of paper and the separation of glass and aluminium cans continued at the Department's major office locations of Rawson Place and Francis Street. The waste collection contractors for Rawson Place collected approximately 75 tonnes of paper and 11 500 litres of glass and aluminium for recyclers.

The Department is currently negotiating to sell its high quality paper and cardboard waste generated at the McKell Building to a paper recycling company and it is anticipated this will be in place during next year.

ENVIRONMENTAL SUCCESS FOR SMITHFIELD

A flood affected 21 hectare site at Smithfield, valued at \$7 million has been successfully developed with substantial environmental and social benefits for the State.

Following a feasibility analysis, the property was subdivided and a flood affected one hectare parcel was transformed into a purpose built wetland for native habitat. In co-operation with Holroyd Council the wetland now forms part of the Georges River water catchment area and is part of a recreated habitat for local fauna and flora that allows community access.

Portion of the subdivision was the subject of a joint venture with one of the end users, Visy Paper Pty. Ltd. Visy Paper recycle waste paper products and with additional land were able to expand their employment base by 160 permanent jobs and increase their production from 150 tonnes per annum to 210 tonnes per annum. Visy Paper's co-generation facility will direct waste paper to be recycled that was formerly destined for land fill. Twenty per cent of the new market is recycled paper for overseas markets representing an \$11 million injection of foreign income.

Research and Development

RENEWABLE ENERGY

The Department is working with the EcoDesign Foundation in a demonstration project involving the use of a display building that shows an environmental refit, a stormwater management system, a renewable energy system and the organisation of an environmentally responsible office. The display building is located in the grounds of Rozelle Public School.

The objective of the demonstration is to show, communicate and educate on the need to employ design and technology as a means to solve environmental problems.

The Department, in conjunction with AGL Company, is preparing a feasibility study for the installation of a co-generation power unit at the Concord Repatriation Hospital. The study will ascertain the cost and environmental benefits of the proposed unit. Should installation proceed, the Department of Energy will partly fund the work by way of a grant under the *New South Wales Co-Generation Demonstration Program*. The project would be the first operational co-generation unit in a New South Wales hospital.

WATER AND SEWERAGE SOLUTIONS

Wagga Wagga Tree Plantation Project

The Department of Public Works and Services continued with the Wagga Wagga tree plantation pilot project which commenced in 1991 with Wagga Wagga City Council and undertaken by the CSIRO. Later this year the CSIRO will publish the first volume of *TIGER-Technical Implementation Guide for Effluent Reuse in tree plantations*-outlining the success to date of the project. The second volume to be prepared at the completion of the project in 1997, will identify those trees most suitable for irrigation using reclaimed water and how to plan, establish and manage reclaimed water tree plantations in dry and wet climates.

Byron Bay Constructed Wetlands Project

Byron Council and the Department continued the \$0.7 million research project to see if the use of constructed wetlands could provide a permanent means of effluent management for the West Byron Sewage Treatment Plant and to develop guidelines for the use of constructed wetlands for sewage treatment and effluent polishing.

The findings of the recently completed first four years of this research project will be the subject of a written report. The research shows that the wetlands can polish effluent, reducing nitrogen and bacteria significantly, whilst achieving limited phosphorus reduction. Council proposes to expand the treatment works site and continue to discharge effluent via a constructed wetland to a local drainage system.

Bathurst-Biological Nutrient Removal

Successful testing of a biological nutrient removal pilot was completed at Bathurst using a variation of the reliable extended aeration treatment process. Construction of the first full scale plant of this type was commenced at Bathurst during the year. Significant operational cost savings will be achieved in comparison with phosphorus removal by chemical process only.

AUSTRALASIAN BENCHMARK STUDY

The Department is co-ordinating an Australasian benchmark study of Adult Corrections, Juvenile Justice and Court facilities with input from all Australian States and New Zealand. A report documenting the findings is due to be completed in September 1995 and will be issued to participating agencies. The report documents recently completed prisons, juvenile centres and courts with benchmarks which will be used in current and future projects. Ongoing benchmarking through national and international networking of Justice operations and planning specialists will continue during 1995/96.

ENERGY

An Energy Management Plan is being developed with a view to reducing the amount of energy used in administrative operations. The Plan covers all forms of energy used and will be completed late 1995.

An energy audit has been undertaken of the Department's major office accommodation in the McKell Building. The estimated savings represent 7.5 per cent of the annual energy consumption and 7.3 per cent of the annual energy costs. This saving will result in a reduction of 644 tonnes of greenhouse gas emissions.

LIFE CYCLE COST STUDY

With a view to establishing life cycle cost guidelines for use across Government, the Department implemented a research project. John Morony Correctional Centre and Bathurst Police Station were selected as benchmarks for the study and both the Department of Corrective Services and the NSW Police Service assisted. This initial study has been completed and the Department is preparing formal guidelines.

Bathurst Police Station

The life cost-plan for Bathurst Police Station evaluates the recurrent costs of the building over a 30 year period. To conform with New South Wales Treasury Guidelines for the capitalisation of expenditure these have been grouped into three categories:

- operating costs
- routine maintenance
- major periodic maintenance/replacements.

Key sources of information for the study were the actual operating costs and condition of the building, and the client's documented building maintenance standards. The study showed that over the 30-year period the total recurrent costs would amount to approximately twice the initial construction costs.

Major Works for Clients

HUNTER SEWERAGE PROJECT

Hunter Water Corporation

The design and construction of this \$310 million project is being undertaken by the Department for the Hunter Water Corporation. The scope of the project was increased on 27 July 1994 when the Capital Works Cabinet Committee approved the inclusion of the three additional areas of Cooranbong, Medowie and Estelville. These extra works, estimated to cost \$8 million, are being funded from savings already identified on the remainder of the scheme which is approximately 18 months ahead of the original program.

During the year \$36 million was spent on various elements of the project allowing a further 2100 properties to connect.

Major works included completion of the Dora Creek sewage treatment works. Following closure of the Marmong Point works, a major sewage carrier system has been constructed to allow sewage previously treated at Marmong Point to be diverted to Toronto where it receives full secondary treatment followed by ponding before disposal via the newly completed offshore outfall at Belmont.

Work has started on construction of a new sewage treatment plant at Edgeworth to replace an ageing trickling filter plant. Construction is well advanced on a new sewage diversion system at Swansea which will allow sewage currently discharged at Swansea Heads to be pumped to Belmont for full secondary treatment.

PICTON REGIONAL SEWERAGE SCHEME

Sydney Water

As Project Manager the Department, on behalf of Sydney Water, is providing sewerage services for the towns of Picton, Thirlmere and Tahmoor.

Scheme progress is dependent upon the exhibition of a new environmental impact statement (EIS). During the year changes occurred relating to the classification of waters in



The Hunter Sewerage Project is approximately 18 months ahead of its original program. Savings achieved to date have funded extra works

the Nepean River under the Clean Waters Act, 1970. These changes and the addition of reuse of effluent to the scheme delayed the EIS. Exhibition of the EIS is now anticipated in late 1995 and construction of this \$70 million (end cost) scheme may start in mid 1996.

HONEYSUCKLE REDEVELOPMENT

Department of Urban Affairs and Planning

This project comprises the redevelopment of some 50 hectares of surplus government land adjacent to the Port of Newcastle. The Department of Public Works and Services has been engaged by the Honeysuckle Development Corporation for the design and construction of the required infrastructure (estimated total cost of \$60 million).

Major works completed in 1994/95 included a new road bridge to Carrington (\$5 million), restoration of the historic Wickham School for residential use (\$2.5 million) and construction of roads and drainage for the Carrington residential precinct (\$1.4 million). Other works in progress include the construction of a four hectare foreshore park, new residential units, remediation of contaminated sites, restoration of wharf and railway workshops and demolition of disused buildings and wharf structures.

Total 1994/95 expenditure was \$12.6 million.

CHEMICAL LABORATORIES**Environment Protection Authority**

A contract was let in May 1995 for the construction of a new chemical laboratory at the Environment Protection Authority's Lidcombe site. It is anticipated that this \$6.9 million project will be completed by August 1996. The Chemical Laboratory is the first stage of extensive new laboratory facilities to be undertaken by the EPA at Lidcombe.

SYDNEY ENTERTAINMENT CENTRE**Ministry for the Arts**

A contract was let in March 1995 for the replacement of existing seats in the main auditorium of the Sydney Entertainment Centre. In all, approximately 10 000 new tilt up seats will be provided and it is anticipated that the project will be completed by September 1995 at a cost of \$2.2 million.

NEW SOUTH WALES ACADEMY OF SPORT**Department of Sport and Recreation**

A contract was let in March 1995 for the resurfacing and repair of the athletic track at the New South Wales Academy of Sport, Narrabeen. It is anticipated that the project will be completed by January 1996 at a cost of \$1 million.

LAKE KEEPIT**Department of Sport and Recreation**

Construction of a new dining and kitchen facility with undercroft space for future dry and wet weather paved areas was completed in June 1995. This \$2.3 million project will service up to 200 people.

NSW LOTTERIES-STAGE 2 DEVELOPMENT**NSW Lotteries**

The Department has been commissioned by NSW Lotteries to facilitate the delivery of a new corporate headquarters

and warehouse at Homebush Bay. Detailed briefs and concept plans are being developed for this project estimated to cost in the order of \$7 million.

LEAD REMEDIATION WORK-BROKEN HILL**Department of Health and Environment Protection Authority**

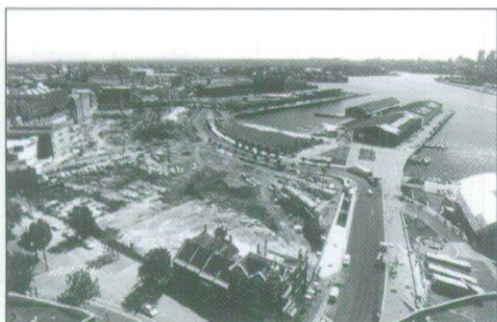
Following recommendations by the Lead Task Force, the Government approved funds to commence the remediation of 150 homes in Broken Hill affected by lead pollution. The Far West Health Service and Environment Protection Authority are responsible for the work and have engaged the Department to manage this unusual project. Work commenced in December 1994 and will continue through 1995/96.

LINE OF LODE PROJECT-BROKEN HILL**Department of Business and Regional Development**

A Steering Committee was established at Broken Hill to consider the possibility of developing a mining museum and theme park on the site of the abandoned mines known as a "Line of Lode". A detailed feasibility study for the Department of Business and Regional Development was completed in February 1995. DPWS has received a second engagement for a detailed assessment of the first stage of the proposed development.

**CITY WEST REDEVELOPMENT
ULTIMO/PYRMONT****Department of Urban Affairs and Planning**

On 1 July 1994, the Department handed over to City West Development Corporation (CWDC) the casino site on the Pyrmont Peninsula. The land surrounding the site had been cleared and serviced to allow the casino developer, Sydney Harbour Casino, to commence demolition and excavation work. A diversion tunnel had been constructed for the stormwater and sewerage together with two new sewage pumping stations and a new road system.



Aerial view of City West redevelopment showing the completed marina and park adjacent to the temporary casino.

In October 1994, a new marina was completed and was the midway stopover point for the Around the World Single Handed Yacht Challenge.

Adjacent to the new marina, a new park has been created where the previously redundant former Maritime Service Board wharf facilities had existed. Adjacent to this park in the old Overseas Passenger Terminal is the temporary casino currently being refurbished by Sydney Harbour Casino. Nearly \$1 million worth of remediation work, including removing contaminants like asbestos and lead paint, was carried out in a very intensive three week activity, prior to handover to the developer.

Extensive remedial works have been carried out to many of the wharf areas in both Pyrmont Bay and around Pyrmont Point to accommodate another new park. A highlight of the park will be the remnants of Pyrmont Baths cut into bedrock and now visible following the removal of the wharf in that area. Pyrmont Baths played a significant role in the development of swimming as a sport and recreational activity in the history of Sydney.

Major demolition, earth moving and road construction works have been completed in the Saunders Street area adjacent to the new Glebe Island Bridge. This has enabled CWDC to attract major developers to this once redundant corner of the city.

The first two affordable housing projects comprising 52 home units have been substantially completed. Also completed is the refurbishment of some 120 year-old terraced cottages at Mary Ann Street Ultimo. The design for

this project included sensible basic principles of ecologically sustainable development.

The Department's turnover target for this financial year for CWDC work was \$35 million and \$36 million has been spent.

TARONGA ZOO

Zoological Parks Board of New South Wales

Reptile Exhibit

Construction of the \$1.9 million reptile exhibit 'Serpentaria', was completed in February 1995, and was formally opened by the Minister for the Environment in April 1995.

This project will provide a world class facility for the display of the entire Taronga Zoo reptile collection to the public in a variety of innovative ways and will become a major attraction for Zoo visitation. The facility will also enable in depth research and education to be undertaken on a wide range of reptiles.

Gorilla Exhibit

Designs are being prepared for a new \$3.5 million gorilla complex with two outdoor exhibits. Major construction work is expected to commence in October 1995 and completion is scheduled for December 1996.

Theatrette Complex

A feasibility report and preliminary budget (\$3.5 million) have been prepared for a 300 seat theatre with conference facilities and a small flamingo exhibit. Development of sketch designs is scheduled to begin in July 1995.

SYDNEY CENTRAL BUSINESS DISTRICT (CBD)

Strategic Planning Review

As asset management adviser to the State Government the Department undertook a major review during the year of the implications over 60 State-owned properties under the Sydney Central Draft Local Environment Plan and Development Control Plan. A submission was subsequently

made to the Sydney City Council identifying 11 substantial issues which could enhance the total value of the Government's properties in the CBD.

CBD Asset Strategy

The CBD Asset Strategy aimed at:

- reducing the vacancy factor in Government CBD office accommodation from approximately 20 per cent to six per cent
- improving the efficiency and value of Government CBD property assets
- maximising the flexibility in future Government asset disposal programs by refurbishing and occupying three significant CBD buildings in time for return to buoyancy of the CBD commercial office market in 1997/98
- reducing Government occupancy in non-Government buildings, resulting in rental savings to Government over 12 years of approximately \$30 million
- insuring Government owned buildings comply with current regulations and legislation as they relate to fire safety, OHS&R, and asbestos management
- conserving and displaying publicly owned buildings and items.

The CBD Asset Strategy embraced four buildings, together with 19 other buildings or tenancies and involves the relocation of more than 3500 people. It covered 12 government organisations, three government related organisations and 17 Ministers.

It is a complex, innovative, and well planned project, in which Government leads the private sector in refurbishment of major areas of office space and in the development of policies and standards for accommodation, government communications, government data links, and compliance with the Building Code of Australia.

At 30 June 1995, the CBD Asset Strategy has achieved 40 per cent completion of its program and has committed approximately \$48 million of the budget of \$133.4 million. The project is within budget and is on program.

Projected completion dates for refurbishment and fitout are:

Governor Macquarie Tower (GMT)	June 1995
Education Building (ED)	January 1996

Achievements to date include:

- the temporary relocation of Ministry of Housing, Planning and Urban Affairs to 50 Bridge Street
- temporary relocation of Chief Secretary's Department to 323 Castlereagh Street
- relocation of the Treasury from State Office Block to GMT occurred in February 1995
- 95 per cent occupation of GMT achieved by the end of June 1995 by the relocation of six Ministers, the Department of Urban Affairs and Planning, Premier's Office, Premier's Department and Cabinet Office.

PABX for CBD Asset Strategy

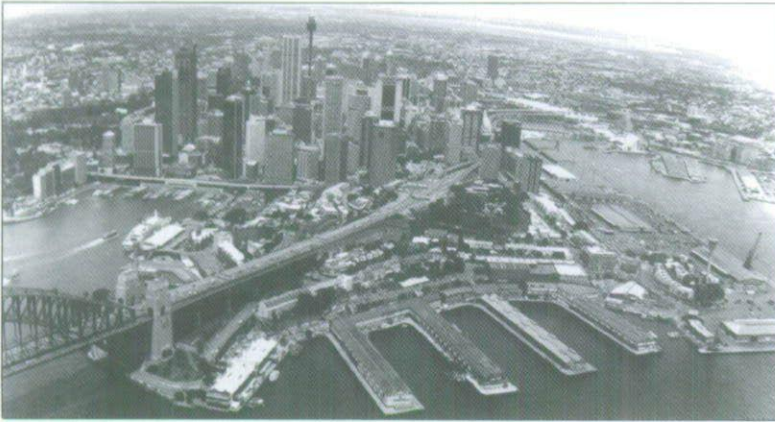
A managed TDN PABX service agreement was established for the CBD Asset Strategy Project in conjunction with the former Property Services Group. A fully managed voice service was intended for the four major buildings that make up the Government's CBD Asset Strategy Project with an advanced PABX system being installed into each of the four CBD buildings.

The arrangement alleviates the need for individual agencies to contract voice services. The first PABX in Governor Macquarie Tower was commissioned during April 1995.

WALSH BAY

On 9 December 1994 Expressions of Interest (EOI) were called for the redevelopment of Walsh Bay. This area is an eight hectare site adjacent to Sydney Harbour and owned by the Maritime Ministerial Holding Corporation. The development area includes three historic finger wharves, wharf shore sheds, bond stores and several small vacant sites.

The EOI was circulated throughout Australasia, the United Kingdom and United States of America, closing on 2 March 1995, with five local organisations responding as lead bidders. Each of the proposals reflected a mix of residential, commercial and arts facilities, along with substantial areas of open space for public use.



DPWS called for Expressions of Interest to redevelop a number of dilapidated wharves in Walsh Bay

On 24 May 1995 the Minister announced a shortlist of three consortia who would be invited to tender for the project.

Aboriginal Culture Centre-Bond Store No. 3

In September 1994, the Ministry for the Arts commissioned the Department to undertake a feasibility study of Bond Store No. 3 Walsh Bay for a proposed Aboriginal Cultural Centre to include an Aboriginal gallery, performance space, sound and recording studios, bookshop and administration offices.

The study, completed in November 1994, involved discussions with the respective Aboriginal user groups to address their concerns and to ascertain their proposed usage patterns.

The feasibility study made certain recommendations for consideration following receipt of Expressions of Interest for the proposed redevelopment of the adjacent sites.

Wharf 4/5-Stage 4 Refurbishment

The Department is construction manager for approximately \$1 million worth of refurbishment work undertaken during 1994/95 on the historic timber structure which houses the Sydney Theatre Company and the Sydney Dance Company.

Externally, 15 piles were replaced and the replacement of deck timbers was completed. Internally, the fire safety systems were overhauled, fire doors were upgraded and the smoke detection system was extended.

An asset maintenance plan has been formulated to provide a planned approach to maintenance for future years.

SYDNEY OPERA HOUSE UPGRADE

The aim of this ten year project spanning 1989 to 1998 is to bring the Sydney Opera House back to top condition, and to develop and install a total asset management system to ensure continuing maintenance is undertaken in an efficient and cost effective manner.

As project manager the Department undertook carriage of 120 projects during the year including completion of the resealing of the roof (approximately \$7.4 million) and the extension to the Opera Theatre orchestra pit (approximately \$917 000) without any disruption to the opera or ballet seasons.

Contracts let during the year included under broadwalk repairs and protection (\$7.45 million) and Opera Theatre and Drama Theatre stage machinery controls (\$4.32 million).

PAPAL ALTAR AND CANOPY

The Department was project manager and construction manager for the papal altar and canopy, which was erected and dismantled in very short timeframes between race meetings at Randwick Racecourse, for the Pope's visit to Sydney. The Department managed the design and construction process on site of all elements in the altar precinct which included the backdrop, the altar dais, the altar canopy and banner structures.

The design was both aesthetic and functional, allowing the 200 000 people in attendance and the global television audience of hundreds of millions to view the ceremony.



The design of the Papal Altar and canopy afforded millions of people across the world an unobstructed view of the Sydney ceremony

EDUCATION

JOINT EDUCATION PROJECTS (TAFE, DSE, UNIVERSITY)

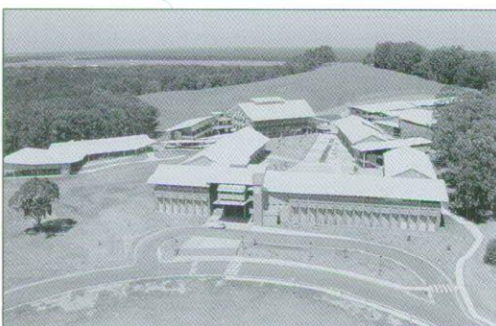
Coffs Harbour Joint Education Campus

Opened in February 1995, the \$26 million Coffs Harbour Joint Education Campus is unique in Australian education, bringing together three levels of education under one roof. The site incorporates a senior high school, campuses of the North Coast Institute of TAFE and the newly created Southern Cross University on a 141 hectare site, three kilometres from the city's main centre.

This complex utilises emerging technologies for course development and delivery. The master plan provides for a co-ordinated and integrated educational approach ensuring efficient use of buildings and resources. Planning takes into account siting, environmental and energy management systems to reduce recurrent costs.

Work at the campus is continuing with the construction of an access road and a new teacher accommodation building (\$1.6 million). Planning has commenced for the next stage valued at \$10 million (by 1996 the campus will be able to accommodate approximately 3000 students and staff.)

In addition to the Department's project management role, its NSW Supply Service has established an innovative support services contract for the campus. The contract commenced early 1995 and under the management of one local contractor with three sub-contractors covers cleaning, security, cafeteria, pest control, grounds maintenance and garbage removal. This contract is for an initial three year period and can be extended to a full contract period of five years.



Coffs Harbour Joint Education Campus incorporates environmental and energy management systems

Ourimbah Tertiary Education Precinct

This TAFE facility located on the Central Coast is a joint TAFE and University project with an estimated total cost of \$26.26 million. The first phase of the new precinct comprising the science and administrative blocks was completed in January 1995, and the second phase, comprising the library and hospitality wing, will be completed in August 1995.



The library facility at Ourimbah Tertiary Education Precinct

Open Training Education Network (OTEN)

OTEN is a joint initiative of the TAFE Commission and the Department of School Education (DSE), and will be handed over in September 1995.

The OTEN facility at Strathfield will be the first purpose designed facility of its kind in the State, and the largest provider of multi-media open learning and distance education in Australia with enrolments in excess of 25 000 students.

The new Strathfield facility will utilise a variety of high-tech media to deliver educational programs in the distance mode. These include satellite broadcasts and high quality education video production tailored to the needs of industry, as well as over 120 TAFE accredited programs of study and school courses.

The facility will be the hub of a statewide system of TAFE colleges and associated centres providing access points for flexible and open delivery of TAFE curricula. Learning material will be developed in a wide range of media and distributed to students both directly and through the statewide system of access.

The contract for the design, documentation and construction of OTEN-Strathfield was awarded on 10 February 1994.

DEPARTMENT OF SCHOOL EDUCATION (DSE)

The **State Mail Service** delivers the Higher School Certificate examination papers as well as the School Certificate and the Basic Skills Test papers annually ensuring complete efficiency and security. In 1994 these important tasks were completed smoothly and the DSE expressed satisfaction with the service.

The Education sector makes up a significant total of **Q Stores** sales. The needs of schools are catered for by telemarketing and marketing literature, such as the *Price List*, *Catalogue* and *Q Deals* and in the case of non-government schools, by the *Quick Order System*, a new catalogue ordering system on disk. Additionally, *Schooline*, a full electronic capability system for inquiry and placing orders is used by 1659 schools.

Each year, Q Stores sponsors three major Principals' Conferences.

During the past year, a dedicated **NSW Supply Service** inspection team was established to more effectively monitor cleaning performance on ex-Government Cleaning Services sites, the majority of which are schools. Some 3000 inspections were completed.

Information Technology Service Special Projects (one-off) Unit collaborated with the DSE to develop and issue a tender for the supply of hardware, software and associated services for an Asset Management System incorporating a geographic information system to provide automated facilities for the control and management of the DSE sites and building assets. A contract was subsequently let to Digital Equipment Corporation.

Arrangements were completed by the Service for the issue of tenders, evaluation of offers, recommendation and State Contracts Control Board approval for a panel of four contractors to provide the Board of Studies with the capability of keying and verifying 2.5 million 1994 HSC

examination mark records (80 million keystrokes) on to an AS/400 computer system.

The **Government Printing Service (GPS)** is the lead contractor for the 1995 Basic Skills Testing Program, managing the project from concept through to final reports for primary schools in New South Wales (seven month period commencing February). The project covers 122 000 students in government schools, 6000 students in Catholic schools and 30 000 students from South Australian schools. GPS also manages Fastforms stores for the Department of School Education and TAFE Commission.

Parlidx, an interactive database on responsible Government, was launched on 13 October 1995. *Parlidx* was developed by Parliament House, Land Information Centre and the **Government Information Service**. It is a Macintosh software package designed in electronic book form on the processes of Parliament, the structure of government administration, how laws are made and the legal system. All State Government high schools have a copy of the first version of *Parlidx* and its Windows version will be released in July/August 1995.



Colleen Moore, Director, Government Information Service with school children operating a Parlidx touchscreen at Parliament House

Cost Effective Planning of Schools

The design, construction, maintenance and management of New South Wales State schools is moving into a new era as a result of initiatives jointly developed with DSE.

New school designs incorporate low energy ideas and environmental management principles. Roof-lights are used to reduce reliance on artificial lighting. Siting and orientation

of the building is planned to allow winter sun penetration and to maximise the cooling value of summer breezes. Many schools are now equipped with water conservation devices and recycling of wastewater is increasingly a feature of school design and refurbishment projects.

Designs incorporate adaptability to technological developments and social change which will lower conversion costs when facilities change to meet future needs. Life-cost studies enable designers to choose materials that will provide the best balance between initial and in-use costs. The Department has prepared a handover manual for all new schools to enable the Principal and other users to manage and maintain the school in optimum condition.

In 1994/95 the Department completed all its 87 projects on time and within budget for the Department of School Education, including 19 new/replacement schools and colleges under its capital works program. Current principles of environmental design have been incorporated in the design of the schools with significant energy savings expected for lighting, heating and cooling. Schools opened this year included:

Barnsley Public School

Barnsley Public School was handed over to the Department of School Education in January 1995 at a total construction cost of \$2.995 million.

The project utilises the Component Design Range (CDR) which produces buildings tailored to individual sites and utilises components selected from the best of recent school design and construction strategies.

Wollumbin West High School

Completed in January 1995 at a cost of \$9.045 million, this new 600 pupil high school is the first stage in a project which will eventually cater for all students from Kindergarten to Year 12.

Accommodation includes administration, gymnasium, performance space with library above, general learning spaces, technological and applied studies facilities, covered outdoor learning area, art, music and science facilities.

Other site facilities include an assembly area, game courts, playing fields and 68 car parking spaces.

Nemingha Public School (Replacement School)

Nemingha Public School was handed over to the Department of School Education in January 1995 at a total cost of \$2.42 million.

The new school was built on an unserviced rural site and required the installation of self sufficient water supply and sewerage disposal systems and comprises component design range buildings including administration, library, tiered learning area, community hall, canteen, covered learning area, toilets and six homebases.

In addition to the completed projects planning commenced on a further 89 new projects including 6 primary schools.

Como West Public School (Reconstruction)

All buildings at Como West Public School, apart from the 15 year old library, were destroyed in the January 1994 Sydney bushfires.

A temporary school of demountable classrooms was made ready for the school by the end of January and a new permanent school was handed over in March 1995.

Accommodation includes a new standard hall, canteen, covered outdoor learning area, administration building and 10 classrooms based on the component design range of standardised school buildings, to maximise the speed of the program and to provide the most cost-effective solution. The cost of the reconstruction was \$2.67 million.

Hampden Park Primary School

Following a fire on 14 October 1994 which destroyed 90 per cent of the school, DPWS managed the installation of emergency accommodation in a four week period, involving demountable classrooms, a food service unit, a library, a staff study facility and six toilets. A new school will be completed by the end of 1996.

Toronto High School

On 10 July 1994, a fire destroyed one two-storey classroom block and seriously damaged another at Toronto High School. Hunter-New England Region's demountable construction team reacted quickly and effectively to the emergency installation. Forty demountable buildings (including classrooms, science blocks, toilets, staff rooms, drawing and computer rooms) were installed in 10 days to enable the school to return to full operation.

The cost of the emergency response and the restoration of the fire-damaged buildings is estimated to cost \$2.75 million. DPWS is working closely with DSE in linking restoration with a planned upgrading of the school to a 1000 pupil school.

Broadmeadow High School

A fire on 22 June 1994 severely damaged the bini-shell at Broadmeadow High School.

Restoration could not proceed immediately as there was a need to carry out extensive investigations of the effect of the fire on the stability of the concrete structure and the steel "safety structure" within the building. The work was further complicated by the need to replace the external membrane of the bini-shell as a maintenance item to ensure that the building does not leak.

The construction work included sand blasting and repriming the internal steel "safety structure" and internal concrete repair work which have been completed. A new internal acoustic liner will be installed, and the internal refit will include extensive repairs to the stage and other timber structures, replacement of the parquet floors and new lighting and sound systems.

Work is estimated to cost \$900 000, including \$125 000 in maintenance costs, and is planned to be completed by September 1995 to allow the building to be used for the HSC examinations.

Mt Terry Primary School and Broulee Public School

Mt Terry Primary School and Broulee Public School were designed by the Department in close consultation with the Department of School Education and community representatives.

The schools each consist of an administration building, permanent classrooms with associated pupil facilities, a library and tiered learning area, a community hall, canteen and covered outdoor learning area. In the case of Mt Terry Primary School, Shellharbour Council contributed to the project to include meeting rooms, a kitchen and disabled toilets in the hall, to enhance the school as a valuable community resource.

In both schools the buildings are arranged around the assembly area for protection from the south and west. Energy efficiency is a major consideration in the designs. Generous roof overhangs, skylights and natural ventilation combine to create an environment that is comfortable and inviting.

Mt Terry Primary School was completed at a total cost of \$3.635 million and commenced operation in early 1995.

Broulee Public School was completed at a total cost of \$2.775 million and also commenced operation in early 1995.

Myall Street Dubbo Educational Project

The \$5.5 million Myall Street project is a multi-school development integrating three distinct schools on a single site. The schools are:

- the Distance Education Centre (formerly the Administration School, which was relocated from Sydney to Dubbo several years ago and currently housed in demountable buildings on the Myall Street site)
- a new Primary School of 14 homebases to serve the expanding population of East Dubbo
- a Special School for children with disabilities, who are currently housed in demountable accommodation at Fairview Heights.

The project was designed by Special Projects' Schools Section in close consultation with the three school communities and has been let as a design development and construct contract to a local construction company. It is to be completed in several stages, which are tailored to ensure the opening of the new education units with minimum disruption to pupils and staff of the present schools. Occupation is planned for the commencement of the first term of the 1996 school year.

Wallerawang Public School

Wallerawang Public School is a new school on an open, steeply sloping site, formerly grazing country, with spectacular views over Pacific Power's Lake Lyall Dam on the outskirts of Wallerawang. This school replaces an existing school which was housed in old sub-standard buildings on a site which did not permit necessary redevelopment to current educational standards.

The school, a design development contract of \$2.96 million, consists of an administration block, library, ten homebases, a covered learning area and a hall and combined food service unit, for which the local community raised and contributed \$32 000 to provide additional space. The covered learning area is an open extension of the hall, whose northern wall can be opened to form one space by means of an electrically operating vertical bi-folding wall. This enables the hall to be used for large combined school and community functions.

The project was commenced in February 1994 and completed in May 1995.

School Cyclic Maintenance Projects

This year, as part of the DSE Cyclic Program to maintain its school buildings property portfolio, the Department of Public Works and Services let to tender 421 projects spending \$74 million. The work consisted of either internal or external maintenance work to school buildings or a combination of both. Additionally, maintenance work of an unforeseen nature was carried out, amounting to \$9.2 million expenditure.

Other non capital works projects undertaken for DSE this year involved:

- issue of new editions of primary and secondary school codes
- distribution of new editions of Schools Information Systems (SIS) specification and design guides to DSE users through the local area network (LAN)
- update of design guide for places of public entertainment and treatment of lead based painted areas
- revision of specification guide to update all schools specific requirements, and proprietary items reviewed in accordance with departmental policy for outright specification where possible
- development of specification Guide Part 1, Schools Specific Preliminaries, to include DPWS construct only contracts requirements
- post occupancy evaluation of 14 completed school projects.

TECHNICAL AND FURTHER EDUCATION COMMISSION (TAFE)

During 1994/95 the Department managed a capital works program of approximately \$270 million and 19 projects for TAFE Commission were completed.

The \$72 million 1994/5 Commonwealth and \$4 million State major capital works program for the TAFE Commission included planning for eight additions, one college child care centre, one rural skills centre, one joint education project, one equine centre, various upgradings and mobile learning facilities.

Albury College of TAFE Stage 4

The Albury College of TAFE Stage 4 was completed in December 1994 at a cost of \$3.481 million.

This stage provided the college with an Access Centre. This is a new focal point of the college and will attract business students and local businesses interested in fee-for-service courses in association with Wodonga TAFE (Victoria). The project also involved the refurbishment of the bricklaying and arts and media facilities, as well as the addition of facilities for fitting and machining including fluid power laboratories and CAD/CAM installations.

Kingscliff College of TAFE-Stage 1

The new Kingscliff College of TAFE was completed in September 1994 at a cost of \$8.027 million. The college provides new TAFE training facilities for the Tweed Valley and includes administrative facilities, hospitality, library and general learning facilities.

The second stage of this development is currently in the planning phase with construction due to commence in August 1996.

Loftus College of TAFE-Stage 2

The Loftus College of TAFE Stage 2 was completed in October 1994 at a cost of \$4.285 million.

The Stage 2 project provided accommodation for tourism and hospitality by way of refurbishment of the Stage 1 facilities to include a new commercial kitchen, bar and dining room. The new building in Stage 2 provides accommodation for Community Services courses, the focus of the Loftus College's developing profile.

A master plan is currently being prepared which will part determine the siting of the Stage 3 project. This stage will provide accommodation for Computer Laboratories, General Purpose Classrooms and Sport and Recreation courses to further strengthen the community services course provisions.

Western Sydney Institute of TAFE Werrington College-Stage 4 Early Works

The Stage 4 early works package included the renovation and refit of existing buildings to provide expanded areas in health and fitness and tourism and hospitality accommodation. These facilities were handed over in January 1995 at a cost of \$1.975 million.

The major component of Stage 4, two new buildings to accommodate arts and design and a business centre, is currently under construction.

Renovated health, fitness, tourism and hospitality areas of Werrington College were handed over in January



Health

PROJECT RISK MANAGEMENT

In January 1992, the Department was appointed the Government's manager of contracting risk for capital works projects over \$500 000. This role involves managing contract risk for Government and clients when project management, design and construction services are purchased from the building and construction industry. This role is vital to the Government's control of capital works projects, in particular, value for money and public accountability.

These services were provided during 1994/95 on some 40 major health projects managed by the private sector, including:

Liverpool Hospital Redevelopment

The redevelopment of the hospital includes an initial stage of expansion to 650 beds and employment of 2300 staff. The complex is being developed as a series of separate buildings for obstetrics, pathology, oncology, education, brain injury, clinical services, wards and parking. The \$183 million project is scheduled for completion in 1997.

Prince of Wales Hospital and Associated Hospitals

This highly significant project will consolidate and upgrade services at Prince of Wales Hospital. The three major components of the project are the construction managed contract for the Children's Hospital (\$37.6 million), the design development and construct contract for the Royal Hospital for Women (\$41.8 million), and the innovative design development and construct contract for the Acute Care Unit (\$32.4 million). The \$112 million project is programmed for staged completion in 1997.

Innerwest Hospital

A major new hospital costing \$69.5 million will replace the old Western Suburbs and Canterbury Hospitals on the Canterbury Hospital site. This design and construct project is scheduled for completion in 1997.

New Albury Base Hospital

A new design and construct 166 bed hospital was completed in September 1994 at a cost of \$47 million.

NSW SUPPLY SERVICE AND INFORMATION TECHNOLOGY SERVICE (NSWSS AND ITS)

Following their Performance Agreement in May 1994, the Health Peak Purchasing Council and the Department's NSWSS and ITS have had a successful first year operation including development of a number of innovative contracts through the Contracts Management Committee process.

The Council's objective to ensure the most efficient and effective materials are procured at an optimum value for money level has been achieved and has resulted in a significant increase in contract usage in health specific contracts. Also, Council has undertaken to encourage greater commitment from Area and Health Services towards State contract compliance. In turn, the Council has sought greater accountability from NSW Supply Service in administering government contracts and providing best pricing opportunities for health customers.

The strategic alliance forged through this process is seen by both organisations as being extremely beneficial to the health sector and the State generally.

GOVERNMENT PRINTING SERVICE

The GPS manages a range of mandatory Department of Health forms such as drug registers, claims forms and mortuary registers for the Department. Documents are ordered by the relevant public and private sector outlets who are billed direct on a user pays basis.

STATE MAIL SERVICE

During the year the Department's State Mail Service was selected for the delivery of secure mail satchels to various hospitals and health centres throughout the Sydney metropolitan area.

NEPEAN HOSPITAL

The Department was commissioned by the Wentworth Area Health Services as project director and project manager for the upgrade of the Nepean Hospital at Penrith at a total cost of \$88 million.

By late 1994 the major part of the hospital facilities had been completed, including new theatres and a new pathology building. Construction of the five storey West Building, the centre-piece of the project, was completed in June 1994 and officially opened on 4 November 1994. With completion of the major final works involving demolition of redundant buildings and construction of a courtyard in late 1995, the hospital will become a major referral and teaching facility associated with the University of Sydney.

The "partnering" concept was one of the recommendations of the Royal Commission into Productivity in the Building Industry and it was introduced into this project on a trial basis for the construction of the West Building. The partnering project team comprising the Wentworth Area Health Service, the Department and the major contractor, Barclay Mowlem was pleased with the process which enabled the final product to be produced within time and budget and with no outstanding claims. The exercise won the Master Builders' Australia 1994 Partnering Excellence Award.

Since its success as the first New South Wales Government partnering project, several other Area Health Service projects have successfully utilised the process.

BANKSTOWN-LIDCOMBE HOSPITAL REDEVELOPMENT

The Department of Public Works and Services is project director and manager for the \$77 million redevelopment of the former Bankstown Hospital site for the South Western Sydney Area Health Service, scheduled for completion in early 1997.

In August 1994 the main design and construction contract was awarded to Leighton Contractors Pty. Ltd. Construction



Aerial view of Bankstown-Lidcombe Hospital redevelopment site

of the new 424 bed, eight theatre, teaching hospital commenced on 4 September.

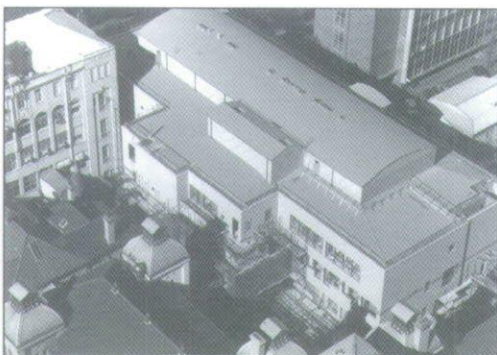
\$28.5 million in design and construction was achieved in 1994/95, including the Allied Health Building and a separate 50 place child care centre/medical student accommodation building which was handed over to the client on 30 June 1995.

The western wing containing slow-stream patient activities will come on line March 1996, permitting early achievements of amalgamation of the Lidcombe campus activities. The balance of the 39 000m² hospital is due for handover in July 1996. The original buildings will be demolished to provide extensive carparking.

The partnering relationship with the client, hospital staff, contractor and DPWS has significantly contributed to the rate of progress achieved. This project is the current Australian benchmark in terms of area efficiency, price per m² and speed of design and construction.

SYDNEY HOSPITAL AND SYDNEY EYE HOSPITAL

The construction of a new \$21 million Services and Ward Block commenced in October 1993 on schedule for completion by the end of 1995. Internal services and partitioning is well advanced and the external sandstone facade is about to be revealed as scaffolding is removed.



A partnering arrangement with the Sydney Hospital/Sydney Eye Hospital project ensured minimal disruption to the existing hospital's operations

The 390 space carpark under the Service Block was completed in March 1995 and was leased to a private sector operator which opened the carpark to the public in May.

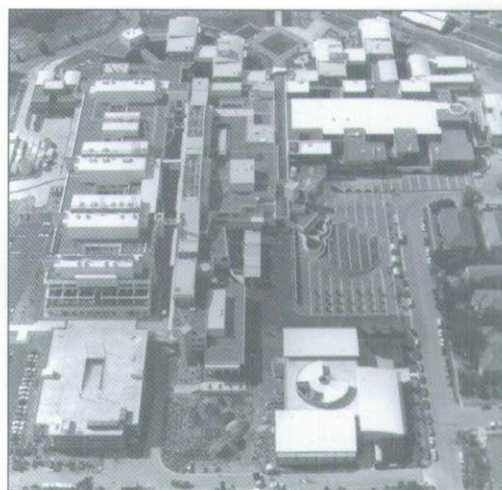
The Eastern Sydney Area Health Service, the Department of Public Works and Services, the contractor, Fletchers Constructions, Australia, and the hospital staff have maintained a partnering arrangement throughout this project, ensuring minimal disruption to the hospital. Problems have been solved expeditiously and co-operatively and the project with a total budget of \$32.3 million is scheduled for completion in March 1996.

THE NEW CHILDREN'S HOSPITAL, WESTMEAD

The \$318 million project reached building completion in March 1995. The project will be completed substantially under time and under budget and is on target for admission of the first patient in October 1995.

Electromedical, image equipment and diagnostic equipment are being progressively installed and are also on target for October 1995. The procurement of this equipment by the Department of Public Works and Services, utilising the Picture Archival and Communications System (PACS), will provide the hospital with the safest, most cost effective and advanced imaging technology of any hospital in Australasia.

This major teaching and referral hospital associated with the University of Sydney, has 3722 rooms spread over



The New Children's Hospital, Westmead is on target for admission of the first patient in October 1995

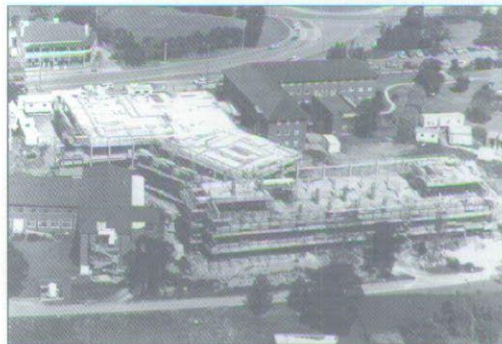
129 departments. Not only will the hospital provide general and specialist paediatric services to patients in New South Wales but also to those in other States and overseas.

On completion, the Westmead Children's Hospital will provide excellent facilities for young patients and their families, as well as being a world class centre for medical excellence.

MAITLAND HOSPITAL

The Department is providing project management and design services for the redevelopment of the Maitland Hospital scheduled for completion in late 1996 at a total cost of \$30.6 million.

A new building comprising three levels will be constructed on the site and, in keeping with Maitland Council's objective



The new design of Maitland Hospital will maintain the existing scale and heritage characteristics of the old hospital.

to promote Maitland's heritage buildings, the new design will maintain the existing scale and characteristics of the old hospital.

The Hunter Area Health Service, Fletcher Constructions, Australia (the project's major construction contractor) and the Department of Public Works and Services have utilised the Government's "partnering" concept for this project.

ILLAWARRA REGIONAL HOSPITAL

The Department of Public Works and Services completed the Procurement Feasibility Plan in January 1995 and the Project Definition Plan in February 1995 for this \$45 million project.

Existing hospital buildings will be renovated for a new birthing unit and psychiatry liaison service and a new building will be constructed accommodating intensive care unit/high dependency unit, emergency, operating theatre suite, 100 surgical beds, medical imaging, medical records, mortuary/post mortem, admission/discharge, sterile supply, linen handling, hygiene, stores, main entrance/public amenities and the transit lounge.

Project completion is targeted for the end of 1997, with Baulderstone Hornibrook as the main contractor.

KEMPSEY HOSPITAL REDEVELOPMENT

This project, valued at \$1.1 million, is being project managed by the Department and is due for completion in December 1995. The project includes extensions to the children's ward, relocation of community health services to the old nursing home, extension of recovery area in the operating theatres, provision of a new dental unit and upgrading of accident and emergency. The children's ward and community health section were completed in April 1995.

GRAFTON BASE HOSPITAL REDEVELOPMENT

The first stage of the \$1.97 million redevelopment of Grafton Base Hospital, including the day only surgical unit, has been completed.

The whole project, including establishment of an intensive care ward, rehabilitation ward and upgrading of the maternity ward has been project managed by the Department and is due for completion by June 1996.

BYRON BAY HOSPITAL REDEVELOPMENT

The Department is the project and construction manager for the \$3 million redevelopment of Byron Bay Hospital, scheduled for completion in March 1996. The project includes the construction of a new 30 bed ward and main entry and renovations to the existing hospital to provide community health services and enhanced physiotherapy services. Work commenced on site in December 1994. Stage 1, the Ward Block, was completed and handed over on 10 July 1995.

LISMORE BASE HOSPITAL

As project manager, the Department successfully completed refurbishment of Blocks A & B to women's services, intensive and coronary units and short stay units which were handed over to the Health Department in January 1995 at a cost of \$4.74 million. This was the fourth and final stage of the \$40 million redevelopment of Lismore Base Hospital.

ELECTROMEDICAL EQUIPMENT

Public Works and Services provides a specialised service for the supply and installation of electromedical imaging, therapeutic monitoring equipment, together with associated building works throughout the State. The electromedical works program for 1994/95 totalled \$20 million.

During the year, work continued on the State's most technically advanced hospital, the New Children's Hospital at Westmead.

Other electromedical work completed during the year was the supply, installation and commissioning of angiography equipment for Westmead and Royal Prince Alfred Hospitals, radiotherapy equipment for Liverpool and Prince of Wales Hospitals, and cardiac catheterisation laboratory equipment for Liverpool Hospital.

Land and Water Conservation

During 1994/95 the Department continued with various projects for the Department of Land and Water Conservation (DLWC) under the \$174 million Country Towns Water Supply and Sewerage Program. Major works completed included Tamworth Water Supply Augmentation (\$4 million), Buronga/Gol Gol/Dareton Water Supply (\$9.3 million), Forbes Sewerage Augmentation (\$4.6 million) and Gilgai Water Supply and Sewerage Schemes (\$3.4 million).

Other work undertaken during the year involved various projects under the DLWC administered programs including the \$13.5 million Floodplain Management; \$6 million Coastal; \$12.9 million Estuaries; \$7.5 million Fishing Ports and \$5.1 million Waterways.

Projects managed by the Department included:

SHOALHAVEN CITY WATER SUPPLY AUGMENTATION

The augmentation of Shoalhaven City water supply is designed to improve water quality to National Health and Medical Research Council guidelines for all areas within the city boundaries and to augment the supply for future growth. The initial stage is currently under construction and involves augmentation of Flatrock water treatment plant, creation of a new high level zone for the development area to the south east of Nowra and providing greater transfer capacity and storage for the supply to Berry.

The second stage involves augmentation of Bamarang water treatment plant from 60 to 90 ML/d capacity, construction of a transfer system from Bamarang to Milton (including pumping stations and reservoirs) and construction of a water treatment plant at Milton to treat water from Porters Creek Dam. Engineering and environmental studies are proceeding with an environmental impact statement scheduled for public exhibition in March 1996.

Resolution of allocation of additional water from the Shoalhaven River is the subject of extensive aquatic studies and consultation with the affected communities and stakeholders.

KARANGI DAM RAISING

The design and project management of the 10 metre raising of this dam is being undertaken by the Department at an estimated cost of \$6 million. When completed, the dam's capacity will be increased by 3400 megalitres and a new three metre diameter morning glory spillway with selective withdrawal will cater for a greater range of inflow conditions.

COFFS CITY WATER PROJECTS

A joint DPWS and Coffs Harbour City Council Project Office continued to manage the investigation, design and construction of major water supply and sewerage infrastructure for the City of Coffs Harbour.

Coffs Harbour experienced severe water restrictions in the summer of 1994/95 due to the drought. In addition to implementing contingency measures, construction involving raising the existing Karangi Dam and a distribution system upgrade occurred during the past year; to alleviate short term supply problems.

Long term water supply planning has become a joint venture with five Clarence Valley councils, in addition to Coffs Harbour, combining to design and construct a regional water supply for all six local government areas. To assist in developing the regional supply, an office in Grafton was recently opened and extensive community consultation and environmental studies commenced.

Work on the provision of new sewerage services and upgrading existing facilities continued during the year.

Estimated design and construct costs for all schemes is in the order of \$170 million, with activities expected to continue through to the year 2000.

CENTRAL COAST WATER AND SEWERAGE

The project is in its final stages. The Gosford Sewerage, Wyong Sewerage and Gosford/Wyong Joint Water Supply Schemes have together cost \$600 million, funded 50/50 by the State Government through the Department of Land and Water Conservation's Country Towns Water and Sewerage Program and the Gosford and Wyong Councils.

Further work on the schemes will be required in the future to accommodate planned regional growth but this will be funded mainly by developers. The basic water supply and sewerage infrastructure that has been provided over the past 25 years has been a major factor in allowing the Central Coast to attract significant residential and commercial growth while retaining its recreational waterways free of major pollution.

PACIFIC PALMS SEWERAGE

In conjunction with Great Lakes Council, community representatives and environmental groups, a sewerage scheme was developed to stop pollution of the Wallis and Smith Lakes caused by septic tank overflows and drainage from the Pacific Palms area.

The council adopted a scheme able to be funded by the community which involved a high level of treatment and a staged program of water recycling. The scheme initially involves the treatment of the sewage at Charlottes Bay and transfer of reclaimed water to Forster sewage treatment works for tertiary treatment involving sand filtration and ultra-violet disinfection. The council is progressively implementing a recycling strategy with the initial stages involving the watering of public open space, golf courses and sporting facilities.

The scheme is currently under construction and on completion in December 1996 will have cost approximately \$2.4 million with community groups strongly involved in progressive assessment and rehabilitation of the environment.

Hume Dam

Murray Darling Basin Committee and DLWC engaged the Department to examine the adequacy of the concrete dam

and the four embankments at Hume Dam for normal, flood and earthquake loadings. Particular attention has been given to determining the reason for an increased rate of deformation in part of the main embankment.

A number of remedial options have been explored. Detailed design is now underway for remedial works on that part of the main embankment experiencing the increased rate of deformation. It is expected detailed design for other components of the dam will follow.

The cost of the first stage of remedial works is estimated to be \$6.7 million and construction is expected to commence in early 1996.

OBERON DAM FLOOD SECURITY UPGRADING

Construction continued on the \$5.3 million upgrade of Oberon Dam, the major structure of the Fish River Water Supply Scheme. The work includes raising the existing concrete dam crest and earthen embankment section by two metres and excavation of a new auxiliary fuse plug spillway. When completed in March 1996, the work will substantially improve long term security at the dam.

In September 1994, similar flood security works were completed at Rydal Dam, also part of Fish River Water Supply Scheme at a cost of \$0.74 million.

PINDARI DAM ENLARGEMENT

Construction of the \$62 million enlargement of Pindari Dam continued on behalf of the DLWC and the Border Rivers Council. The closure of the old spillway on schedule in September 1994 resulted in an increase in storage volumes representing about 130 per cent of the old dam and 15 per cent of the new dam.

Practical completion of works was reached at the end of April ahead of the contract date of July 1995. The works were handed over to DLWC in June 1995. Expenditure this year was \$7 million with the total project being completed under budget.

RIVERINA SURFACE DRAINAGE SCHEMES (BERRIGAN AND BENEREMBAH)

The Department is construction manager for two major projects which involve the construction of a network of shallow surface drains and associated structures to drain rainfall and other excess surface water from the area in order to alleviate waterlogging and reduce accessions to the watertable. Expenditure to date on the Berrigan and Benerembah Surface Drainage Schemes totals \$21.8 million.

HUNTER LEVEE BANK RESTORATION PROJECT (HUNTER CATCHMENT MANAGEMENT TRUST)

This project comprised restoration work, including reinstatement, strengthening and revegetation of riverbanks so that levee banks are not threatened along the Williams, Paterson and Hunter Rivers. The work included both "soft" solutions such as timber piled walling and "harder" solutions such as rock revetments. The rock work generally finished about one metre above high water level with revegetation work above this level.

In all, approximately eight kilometres of river banks were restored. The construction period for the work was 18 months with the work being completed within time and budget. The anticipated final cost is \$15.4 million against an estimate of \$17.7 million.

Law and Order

CORRECTIVE SERVICES

A general Memorandum of Agreement between the Department of Public Works and Services and the Department of Corrective Services was signed by both Chief Executive Officers on 27 October 1994. The Agreement formalises the strong partnership existing between the agencies which has been built on a theme of Best Practice in Correctional Operations and Strategic Planning.

During 1994/95 a three year energy management program was developed with expected annual energy savings of around \$0.5 million. Stage 1 of a Statewide electronic security upgrade program valued at \$2.8 million commenced at six correctional centres utilising leading edge technologies.

Also, as project manager, the Department has undertaken new capital works projects at a cost of some \$30 million on the following projects.

Metropolitan Remand and Reception Centre Project (MRRC)

The Silverwater Correctional Complex (SCC) site has been used for correctional purposes by the Department of Corrective Services since 1968 and includes a variety of buildings, ranging from high classification heritage items (Newington House and Irwin House) to the recently completed Silverwater Correctional Centre and Periodic Detention Centre for minimum security male inmates. In siting the MRRC within the SCC, consideration was given to heritage issues within the site, interfaces with adjoining properties and the adjacent developments for the Olympics 2000 in the Homebush Bay area.

Construction of the \$83 million MRRC commenced in November 1994 and as project manager the Department is meeting the preset cost and time parameters. Occupation by staff and inmates is targeted for July 1997.

The project will operate as a self-contained facility within the larger complex and comprise 14 separate low-rise buildings with an abundance of open space set in a parkland setting.

The buildings have been carefully designed to maximise natural light and ventilation.

In addition to the Department's project management role, it undertook the design and documentation for the Centre's mechanical, security and communication services.

Mulawa Correctional Centre-Therapeutic Unit Stage 1

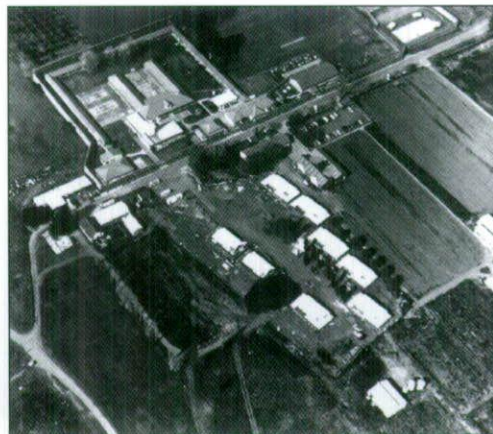
This \$1.5 million project is a key component of the Department of Corrective Services Women's Action Plan. This Therapeutic Unit to accommodate 20 female inmates at risk from self harm and suicide, will include cells, day rooms, visiting and staff facilities.

The concept design for Stage 1 (10 beds) has been completed and construction, due to commence in November 1995, will be completed by September 1996.

Emu Plains Correctional Centre-Stage 1 Redevelopment

This \$1.6 million project is also a key component of the Women's Action Plan and is due for completion in October 1995.

Construction of eight five-bedroom houses to accommodate 56 minimum security female inmates began in March 1995. Existing facilities have been refurbished to provide interim accommodation for 70 female inmates whilst the new accommodation is being developed.



Construction of the eight five-bedroom homes at Emu Plains Correctional Centre began in March 1995

Tomago Periodic Detention Centre- Redevelopment

The design has been completed for this \$1.2 million project and construction is due to commence September 1995 with anticipated completion in August 1996. At the client's request, maximum use will be made of inmate labour during the construction phase.

The redevelopment will include use of the existing Periodic Detention Centre site by improving existing administration and recreation buildings and provide new dormitory accommodation for 130 male and 20 female detainees.

Goulburn Correctional Centre- Redevelopment

Planning options are being developed for the future redevelopment of the existing centre to accommodate 400 inmates with the flexibility to increase capacity to 500 inmates. The centre will accommodate the three classifications: minimum, medium and maximum with an overall brief to achieve Best Practice standards in operations and facilities. The project is estimated to cost \$30 million.

As part of the Stage 1 redevelopment estimated to cost \$3 million, the Department is preparing designs for the kitchen and reception facilities and concept proposals for the visits building.

JUVENILE JUSTICE

As a relatively new department, the Department of Juvenile Justice (DJJ) is still in the process of establishing and consolidating its core business and strategic direction.

The 1994/95 Treasury allocation for capital works was \$3.2 million and DPWS has assisted DJJ in its preparation of a Capital Works Strategic Plan for future statewide accommodation needs. The plan recommends a major capital works program be initiated over the next three financial years to meet DJJ operational objectives and to provide Best Practice standard facilities.

A Memorandum of Understanding between the two agencies is being formulated. It will address initiatives such as

an electronic data link and confirm preventative maintenance contracts for engineering services.

COURTS ADMINISTRATION

During 1994/95 the Department assisted the Attorney General's Department in the preparation of a Capital Investment Strategic Plan as well as detailed plans for the New South Wales Supreme Court, Western Sydney Courts and several feasibility studies for proposed infrastructure developments.

Additionally, the Information Technology Service (ITS) is actively engaged, in association with the Crown Solicitor, in negotiating and formulating a contract for the Department of Courts Administration for a case management system that will allow that department to deliver its core service requirements in an improved and efficient manner.

Lismore Court House

Construction continued on the \$4.2 million major refurbishment and extension to the historic Lismore Court House. The project is expected to be completed in July 1995.

The new accommodation will provide for a new local and district court, expanded public waiting and legal profession facilities and a new local court office.

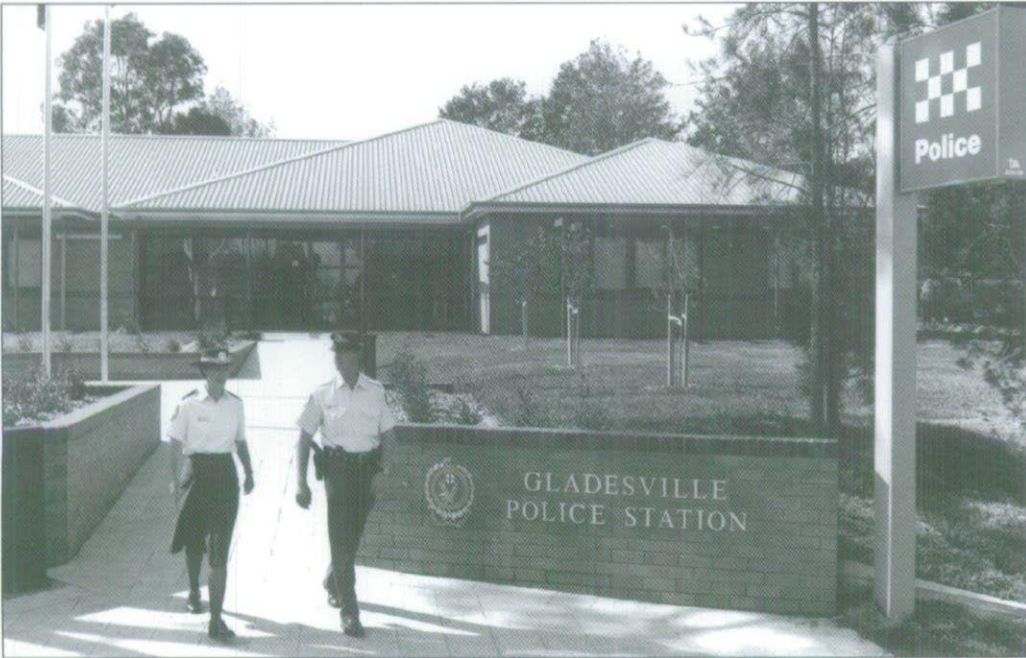
NSW POLICE SERVICE

During 1994/95 the Department of Public Works and Services assisted the Service with projects of some \$15 million capital works including work on the following major projects.

Tamworth Police Station and Court House

Construction of the new \$8.2 million combined two storey police station and courthouse at Tamworth is expected to be completed in September 1995.

The police will occupy the new premises from July and the court facilities will be operational in the new complex from September.



The new Police Station at Gladesville was constructed on the former Gladesville Hospital site

Gladesville Police Station

Construction of a new police station on a site which was formerly part of Gladesville Hospital was completed in March 1995 at a cost of \$1.6 million.

Forster Police Station

Construction of the new \$1.7 million police station on the site of the old police station adjacent to the court house commenced in February 1995 and will be completed in December 1995.

Rose Bay Police Station

Major extensions to the existing heritage police station commenced in August 1994.

During the year the contractor ceased trading and the Department took over as contract construction manager. It is anticipated that this \$2.5 million project will be completed by December 1995.

Mounted Police Redfern Facilities

The mounted police moved into modern facilities on 16 March 1995, within 16 weeks of commencement of the upgrading of the historic stable block and construction

of new facilities at the former Police Academy complex at Redfern.

The upgraded stables, built in the early 1900s, provide modern stalls for horses on the ground floor and refurbished offices and amenities on the first floor.

The new building was designed to fit harmoniously into the historic setting of the former parade ground. It provides a menage which allows horses to be trained and exercised undercover at any time. Ancillary spaces house a feed store, exercise machine and exhibition space.

The project, which cost \$2.3 million, also included the establishment of a shopfront police station and residence in a two storey federation cottage on the site and the relocation of the police band facility to new premises in Stanmore.

Wagga Wagga Police Station

Options and a value management study were undertaken on the proposal to construct a new two storey police station at Wagga Wagga at an estimated cost of \$7.4 million.

The new facility would provide for patrol functions, highway

patrol, detectives, secure prisoner cells, regional operations including a scientific and communication centre and radio fit out workshops. Sketch plans have been completed and a development application lodged with Council.

OTHER SERVICES

In addition to direct project service, the Department provided value management, post occupancy valuations, energy reviews, life cycle costing, building condition surveys and development of the Police Building Code.

The Government Printing Service (GPS) entered into a contract with the NSW Police Service to manage its range of firearms registry documents and supply the 650 police stations in New South Wales, on a user pays basis. Also the GPS manages in-house high speed copying requirements for the Supreme Court and the NSW Police Service.

The State Mail Service (SMS) introduced a 24 hour delivery service for the NSW Police Service including the carriage of high risk security items. Further services listed below are supplied by specially dedicated personnel and vehicles under total security. All staff employed by SMS have undergone a security check.

SPECIAL SERVICES

- Special runs are scheduled overnight to integrate with police 24 hour operations.
- An urgent delivery motor cycle is based at the Sydney Police Centre to cater for urgent despatches.
- Mail is moved through the SMS network in a closed system dedicated to the NSW Police Service, preventing any movement of mail to areas outside the police network. This network covers almost all police stations.

Transport

ENFIELD MARSHALLING YARD-STATE RAIL AUTHORITY

In 1992 the State Rail Authority (SRA) resolved to construct a new marshalling yard at Enfield to consolidate Freight Rail's metropolitan marshalling activities into one modern yard.

The reconstruction of the Enfield Marshalling Yard and associated main line works allows a major restructuring of SRA's business group Freight Rail, potentially saving \$17 million per annum in operating costs.

Following completion of the project definition study in December 1993, SRA engaged the then NSW Public Works to manage the project from the concept design stage through to commissioning.

The main project, valued at \$53 million, involves the design and construction of site preparation works including bulk earthworks, soil remediation works and stormwater drainage; 22 kilometres of new track, most of which is electrified; a modern signalling system; a new administration building; and infrastructure including yard lighting, a compressed air system, high voltage power reticulation and access roads.

SRA has engaged DPWS to manage additional rail construction works totalling \$4 million associated with the Enfield Yard. They include the upgrading of 7 kilometres of mainline trackwork with heavier rail and concrete sleepers and renewal of signalling on the freight lines from Chullora to Sefton and Flemington junctions.

The project's development approval process required resolution of sensitive environmental and community issues. Issues included noise arising from yard construction and operation, impacts on air and water quality and the potential presence of the green and golden bell frog on the site.

Progress at 30 June 1995 was:

- development approval granted
- all contracts awarded
- site preparation works completed
- detailed design of signalling and control systems underway
- construction of yard track and overhead wiring underway
- upgrading of main lines underway.

The start to Yard operations is targeted for April 1996.

MAIL CONTRACT-ROADS AND TRAFFIC AUTHORITY (RTA)

The State Mail Service has won a contract for the pickup and dispatch of all outgoing mail from the RTA head office and has been selected for a trial overnight delivery service for secure mail satchels to 10 country locations.

CENTRAL RAILWAY REDEVELOPMENT PROJECT-STATE RAIL AUTHORITY (SRA)

DPWS is managing the redevelopment of Central Railway on behalf of the State Rail Authority. The first stage worth \$13.5 million is programmed for completion by December 1995. Construction works include the new Light Rail Interchange, repair and restoration of stonework on the historic Sydney Terminal building; refurbishment of Eddy Avenue colonnade; new Bus and Coach Passenger Terminal; new police station and police administration area; new escalators and stairs for easy access; new paving and the creation of a new undercover retail colonnade to Eddy Avenue ramp.

In the second stage, Central Electric Station is to be upgraded by themed refurbishment to provide patron amenity and easy access and support the client's "Fire and Life Safety Program". The capital cost is in the order of \$26 million.

DPWS is also preparing a strategy for progressive redevelopment of the Central precinct to the year 2000 and beyond. The object is to create a world class transport interchange within the heritage context of the precinct as a whole, using private sector financing for a major part of the works.



Construction works for Central Railway include refurbishment of the historic Eddy Avenue colonnade

The Outside View

OFFICIAL OPENINGS AND VISITS

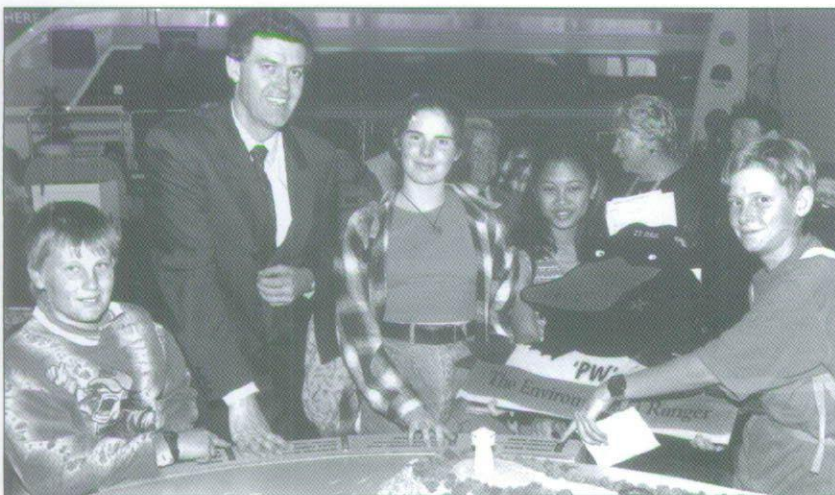
DPWS continued the role of providing support for many official openings during the year. These included the Coffs Harbour Education Campus, the new Como West Public School, and environmental improvement works at Wollongong/Shellharbour.

Hospitals, educational campuses, water supply schemes, boating facilities, wharves, police facilities and correctional centres all received support with media and events management.

The Department continued to produce print and video material and provide photographic services as an important aspect of public awareness and community information activities.



Visitors to the Meet the Buyers Trade Fair talked with Departmental officers about different business opportunities



The Minister for Public Works and Services, the Hon Michael Knight, MP, chatted with young visitors to the Department's stand at the Easter Show

MEDIA LIAISON AND MEDIA RELEASES

As at 30 June, 357 news releases had been prepared and released. News conferences and media events were arranged in conjunction with Ministerial and senior executive officers during the year.

EXHIBITIONS AND DISPLAYS

The Department actively participated in stands at various regional shows, open days, professional gatherings, client focused conferences and environmental exhibitions.

NSW Supply Service and Information Technology Service co-ordinated State involvement in the Meet the Buyers Trade Fair in June 1995. For this joint State/Commonwealth "reverse" trade fair exhibitors are the buyers from Government agencies and visitors are the suppliers of products and services who wish to supply the Government marketplace. Over 4500 visitors attended over the two days of the fair.

In November 1994 and March 1995, contractor forums were held, targeted at contractors who carry out work in the \$50 000 to \$500 000 range. Topics covered included tendering, quality and safety, and the 150 attendees were able to address specific issues of concern.

The Department participated at this year's Royal Easter Show with the theme of innovative environmental solutions for the protection of our natural and built assets. Working models, touch screens, three-dimensional graphic videos, static displays and an abundance of native plants covered the organisation's work in coastal and estuary management, huge advances in reclaimed water technology and the application of innovative designs for schools. The new Premier, The Hon. Bob Carr, visited the stand, as did the new Minister for Public Works and Services, The Hon. Michael Knight.

DPWS undertakes an extensive program of industry consultation as part of the Department's industry reform program. This ensures that the Department's policy and reform strategies are market relevant, and has contributed to the high level of industry support for these initiatives.

Key elements of the program are:

- high level industry forums
- industry briefings
- consultative workshops
- training programs.

The combined industry attendance through the year at these events was some 5000 industry representations.

Freedom of Information Statement of Affairs 1995

Published as required under Section 14 of the Freedom of Information Act.

CORPORATE PHILOSOPHY

Client service is the organisation's highest priority, as is providing leadership in the public sector and in the building and construction industry to ensure probity and value for money.

The Department of Public Works and Services' corporate goals are achieved through:

- maintaining an established high quality service
- professional management of the private sector's delivery of services
- providing New South Wales government agencies and clients with:
 - highly professional service
 - sound business-like practices and cost efficiency
 - operational effectiveness and completion of undertakings on time
- ensuring flexibility and adaptability in its operations:
 - to capitalise on advances in construction and management techniques
 - to respond to changed and changing conditions
- implementing its program and projects in a socially and environmentally acceptable manner which commands the respect of all sections of the community
- facilitating workplace reform in the building and construction industry, through work practices, multiskilling, industrial relations, total quality management, and codes of conduct.

ACTS ADMINISTERED

The principal Act administered is the Public Works Act, 1912, under which construction works and associated property acquisitions are carried out. DPWS also has specific responsibilities under other Acts, including:

- Architects Act 1921 No. 8.
- Bennelong Point (Parking Station) Act 1985 No. 189
- Border Railways Act 1922 No. 16
- Chipping Norton Lake Authority Act 1977 No. 38
- Glen Davis Act 1939 No. 38, Part 4 (remainder; Minister for Local Government)
- Government Telecommunications Act 1991 No. 77
- Lake Illawarra Authority Act 1987 No. 285
- Land Acquisition (Charitable Institutions) Act 1946 No. 55
- Land Acquisition (Just Terms Compensation) Act 1991 No. 22
- Public Works Act 1912 No. 45
- Snowy Mountains Engineering Corporation (New South Wales) Act 1972 No. 50
- Snowy Mountains Hydro-electric Agreements Act 1958 No. 20, sections 10 and 11 (remainder; Minister for Energy and Minister for Land and Water Conservation)
- State Brickworks Act 1946 No. 16.

In addition, it has responsibilities under various other Acts and Regulations which have an impact on its activities.

CORPORATE STRUCTURE

DPWS is the New South Wales Government's key policy adviser on the development, management and conservation of natural and built assets including:

- leadership and interaction with the building and construction industry
- policies and advice regarding government programs entrusted to DPWS
- asset planning.

Providing quality value added services to assist clients in the development, management, and conservation of their assets is a top priority for DPWS, along with striving to be innovative in service and product delivery in its business units.

DPWS offers a comprehensive range of multi-disciplinary professional services including design, documentation, contract administration, project risk management, program management, and construction management.

The Department's expertise is available for local and overseas commercial projects, either independently or as joint public and private sector ventures.

Project teams or individual advisers can be appointed for every stage ranging from asset strategic planning and project initiation to design and implementation.

DPWS offers specialised services in asset planning, development management, program management, project risk management, urban planning, feasibilities and commercial development.

Construction activities are managed by the Operations Division which also arranges most maintenance activities through its six regional offices across New South Wales.

PLANNING MECHANISMS

The Department employs a number of planning, budgeting and review techniques to strengthen its management of public funds so that its clients, including government, receive value for money.

The techniques include business planning, strategic planning, annual operating planning zero based activity reviews, performance indicators and monitoring and program performance reviews. Benefits from these practices include:

- A clear direction for the Department
- Development of a corporate identity
- Improved communication at all levels
- Clear accountability to the New South Wales Parliament and the public
- Effective management of limited resources (staff and finance)
- Effective management of change.

PERFORMANCE CRITERIA

The Department has the following broad categories of corporate indices:

- workload indicators
- output indicators
- level of service
- efficiency indicators

- effectiveness indicators
- cost effectiveness indicators
- assets utilisation.

RESOURCES EMPLOYED

The Department has net assets to the value of \$284.6 million.

Wages and salary staff total 2632 and use is also made of contract staff to meet short term needs.

Annual turnover is approximately \$943.1 million.

DECISION MAKING

The Department's organisational structure and business direction is determined corporately. Accountability for operational and financial performance is expected at all levels in the organisation. Authority delegations place most decision-making at the divisional or business centre level.

PUBLIC PARTICIPATION

Whilst the Department primarily provides a service to its various government and semi-government clients, many of its activities have an indirect affect on the community at large. DPWS is also required to prepare environmental impact statements on its major projects.

RECORDS

Each division, business unit and office maintains records relevant to its operations. There are two basic categories:

- project files which deal with matters relevant to the delivery of that particular project
- administrative files dealing with operational and policy matters.

These files include sub categories such as:

Administration/Management
Financial and budgetary
Policy and Planning
Personnel and staff files
Accommodation
Training
Audit

Departmental reviews

Departmental performance agreements

Departmental status and progress reports

Occupational health and rehabilitation

Contracts and tendering

Ministerial enquiries and advisings

Customer and client files

Register of consultants

Program performance evaluations.

Changes in policies are advised in procedural circulars issued by the responsible division and are incorporated ultimately in the relevant manual.

Access to all of the above documents is not always granted automatically. The aim is to be as open as possible, however, for various reasons (for example, commercial confidentiality, personal privacy, protection of essential government interests, etc.) some of these documents may not be made available without a formal application under the Freedom of Information Act which would then be assessed on its merits in accordance with the relevant sections of that Act.

DOCUMENTS AVAILABLE FOR INSPECTION

Procedural Guidelines and Manuals

- Administrative and Account Procedures Manuals for Public Works and Services:
 - Payments and Collections
 - Stores and Services
 - Employment and Hired Lorries
 - Finance and Costing
 - Contracts
 - Plant and Office Equipment
 - General Administration
 - Records
- Building Energy Manual
- Business Plans
- Capital Project Procurement Manual
- Capital Works up to \$500 000
- Co-generation-Sydney Institute of Technology
- Codes of Conduct: Departmental and Business Unit
- Contract Management Committee Guidelines
- Construction & Contractual Procedures Manuals and Guidelines
 - Construct Only Contracts (AS2124)
 - Construct Only Contracts (Minor Works or Services)
 - Construction Law Advising (2 volumes)
 - Construction Management In-House
 - Constructive Reform (video)
 - Consultant Management
 - Contracts Manual
 - Demolition Contracts (AS 2124)
 - Demolition Contracts (Minor Services and Works)
 - Design and Construct Contracts (DC)
 - Design, Development, and Construct Contracts (DDC)
 - Design, Novate, and Construct Contracts
 - General Conditions of Contract AS 2124-1986: Evaluation and Experiences
 - Guaranteed Maximum Price Design and Construct
 - Guaranteed Maximum Price Design Development of Construction Managers
 - Guidelines for Contract Management by the Private Sector
 - Guidelines for the Construction Management and Engagement of Construction Managers
 - Guidelines for Estimation of Contract Times and Construction Times for Building Works
 - Guidelines for Contract Management by the Private Sector
 - Minor Services or Works-Government Agency Version
 - Procurement Systems
 - Procedures Manual for Construction Management by the Private Sector
 - Prolongation Claims
 - Procurement Systems Manual
 - Traditional Contracts
 - Traditional Contracts (Minor Services or Works)
- Guide to Period Contracts
- Guidenotes for Lead Auditors
- Minor Services or Works-Government Agency (disk only)
- Occupational Health, Safety and Rehabilitation Guidelines
- Contract Administration Issues and Strategies
- Corporate and Divisional Quality Manuals
- Consultant Management Contracts Manual (Parts A & D)
- Energy Manual for Buildings

- Environmental Planning Guide Notes
- Legionnaire's Disease: Code of practice for the control of Legionnaire's Disease and some other health hazards
- NSW Government's Code of Practice for the Construction Industry
- NSW Government's Code of Tendering for the Construction Industry
- NSW Government's Implementation Guidelines for Code of Practice and Code of Tendering for the Construction Industry
- Public Works Quality Manual
- Risk Management Guidelines
- Scalds Prevention Manual
- Service Guidelines for Public Buildings
- Total Asset Management Manual
- Traditional Contracts (Minor Services or Works)
- Value Management Manual
- Warm Water Ablutions systems incorporating Thermostatic Mixing Valves: Code of Practice.
- Clarence River Hydrographic Survey Catalogue
- Coffs City Water Projects
 - a) Final Draft Strategy Study Volumes 1&2
 - b) Final Draft Strategy Summary Report Technical Memoranda Nos 1-21
 - c) Coffs City Water Projects Water Supply Study
 - d) Community Consultation Report Stage 2
 - e) Final Strategy Report
- Department of School Education 1993/94 Planning Progress Report
- Richmond River Hydrographic Survey Catalogue
- TAFE Folio 1992/93 and 1993/94 Program Reports.

Brochures, Manuals and Factsheets

(Free of Charge)

These give information either on specific projects or general matters of interest. The range produced includes:

Brochures

Conference Papers

Papers were presented on a range of issues in professional and other forums. Some more recent issues are:

- Building & Tendering for Development Contracts
- Conflict Resolution-Community and the Environment
- Government Industry Reform Program
- NSW Government Risk Management Process
- Occupational Health and Safety-NSW Government Policy for Construction
- Partnering-The Client's View
- Private Sector Involvement in Public Infrastructure
- Quality Assurance for Small Practices
- Total Asset Management in the New South Wales Public Sector:

Reports

A number of feasibility and operational reports on engineering and architectural projects and matters relevant to the organisation's area of activities were released. Examples include:

- Annual Reports 1993/94 (NSW Public Works, Commercial Services Group, Property Services Group, Chipping Norton Lake Authority, Telecommunications Authority)

- Albury TAFE College Stage 4
- Answers to Common Questions
- Auburn Public School: Upgrade
- Blue Mountains College of TAFE: Stage 1
- Broulee Public School: Stage 2
- Capabilities brochure
- Electromedical-Innovative Solutions in Health Care
- Cleaning Services
- Coffs Harbour Education Campus: Opening
- Communications
- Como West Public School: Reconstruction
- Consultant Newsletter
- Contract schedules
- Dubbo Public School: New school
- Eastwood Public School: Upgrade
- Eden High School: Additions
- Electromedical Equipment-Innovative solutions in health care
- Energy Management-The Benefits of Efficient Energy Use
- Epping Boys High School: Upgrade
- Fairfield Public School: Replacement school
- Fuel User Guide
- Government Information Technology Conditions (GITC)
- Guarantee of Service
- Guide for the Selection of Photocopiers

- Gundagai High School
- Hinchinbrook Public School: New school
- Ingleburn Public School: Upgrade stage 1
- Inverell Public School: Upgrade
- Interior Design-Nineteenth to the Twenty-First Century
- IT Tender Advisory Service
- Katoomba High School: Special Education Unit
- Kingscliff High School: Additions
- Legionnaire's Disease-Why it concerns you
- Lidcombe College of T.A.F.E.: Stage 4
- Mackellar Girls High School: Multi-Purpose Centre
- Moruya High School: Multi-Purpose Centre
- Motor Vehicle Users Guide and Schedule of Participating Dealers
- Motor Vehicle Auction
- Mount Terry Public School: New school
- Mudgee High School: Upgrade
- Mullaway Public School: New school
- Narara Valley High School: New school
- National Landcare Program
- Nimbin Central School: Replacement school
- Oils and Lubricants
- Port Macquarie College of T.A.F.E.: Stage 3
- Prestons Public School: Upgrade
- Printer Binder (information on printers in contract 877)
- Quality Management Brochure (1995-1998)
- Richmond College of T.A.F.E.: Stage 2
- Ross Hill Public School: Upgrade
- Security-Improving Business Performance by Minimising Risk
- Site Contamination Profiles-Assessment and Remediation Services
- St Georges Basin Public School
- Sterilising Engineering-Minimising Risk and Improving Health Care for Patients
- Strathfield South Public School: Upgrade
- Tableware
- Tacking Point Public School: New school
- Tales from the Riverbank Issue 1 & 2
- Telemetry Systems: Information for effective management
- The Oaks Public School: Stage 2
- The Responsible Workplace-Innovative Solutions for a Healthy and Productive Workplace

- The Use of Steel Roofing in Indonesia and Malaysia
- Wagga Wagga Technology High School: Upgrade
- Werrington College of TAFE: Stage 4
- Wollongbar College of TAFE: Stage 4
- What to Expect when Dealing with Government (joint project with the ICAC)
- Your Guide to Tendering

Magazines, User Guides and Catalogues

- Air Travel and Associated Services
- Contract News
- Customer Service Guide
- Government Selected Application Systems (GSAS)
- Hardware Products
- Plumbing Products
- Security Bulletin
- Temporary Staffing
- Worklink

DOCUMENTS AVAILABLE FOR PURCHASE

History Series

- Historic Court Houses of New South Wales-
Peter Bridges \$30
- James Barnett, Colonial Architect-Peter Bridges and
Don McDonald \$30
- Landmarks in Public Works -Lenore Coltheart and
Don Fraser \$30
- Significant Sites-Lenore Coltheart \$20
- The Greatest Public Work-Robert Lee \$20
- The Unreasonable Man-Richard Raxworthy \$25.

Construction

- Capital Project Procurement Manual \$100
- Capital Works up to \$500 000 \$25
- Construct Only Contracts (AS2124) \$200
- Construct Only Contracts
(Minor Works or Services) \$200
- Construction Law Advising (2 volumes) \$250
- Construction Management In-House \$150
- Constructive Reform (video) \$25
- Consultant Management \$200

- Contracts Manual \$970
- Demolition Contracts (AS2124) \$200
- Demolition Contracts (Minor Services or Works) \$200
- Design, Novate & Construct \$200
- Design and Construct Contracts (DC) \$200
- Design, Development and Construct Contracts (DDC) \$200
- General Conditions Contract AS2124-1986: Evaluation and Experiences \$100
- Guidelines for Construction Management and Engagement of Construction Managers \$200
- Guidelines for Contract Management by the Private Sector \$200
- Minor Services or Works-Government Agency Version \$200
- Procurement Systems \$100
- Procedures Manual for Construction Management by the Private Sector \$200
- Prolongation Claims \$100
- Risk Management Manual \$100
- Total Asset Management Manual \$300
- Traditional Contracts (Minor Services or Works) \$200
- Value Management Manual \$25.

Miscellaneous

- Code of Practice for Legionella & Other Health Diseases \$50
- Measurement of Life Costs \$15
- New South Wales Government Information Technology Contacts Directory \$65
- Office Furniture-\$30
- Scalds Prevention Manual \$40.

Updates

- Construction Law Advising per update \$50
- Construction Management In-House per update \$50
- Contracts Manual per annum \$200
- Documentation manuals per disc \$50
- Guidelines per disc \$50
- Risk Management Guidelines-Update for Total Asset Management Manual \$25

NATSPEC Supplements-Electrical

- Fire Detection \$7
- Electrical Services \$17
- Luminaires \$7
- Government Contract Luminaries \$7
- Electrical Motors \$7
- Electrical Motors Special \$12
- Transformers \$12
- Substations \$17
- Switchboards \$32.

NATSPEC Supplements-Mechanical

- Pipework \$12
- Coils \$7
- Valves \$12
- Pumps \$7
- Compressed Air \$7
- Sprinklers \$7
- Control Systems \$7
- Mechanical Services generally \$12
- Cold Rooms \$7
- Boilers \$12
- Evaporative Coolers \$7
- Drierwork \$17
- Fans \$7
- Filters \$7
- Unitary Plant \$7.

BUSINESS UNITS

StateFleet-Guidelines

- Commitment to Service
- StateFleet Management
- StateFleet Leasing
- New South Wales Government Motor Vehicle Operating Lease Arrangement User Guide.

StateFleet-Newsletter

- Fleetsheet (bi-monthly newsletter)

Q Stores-Brochures

- Colour Catalogue
- Price List

- Corporate Brochure
- Q Deals.

Q Stores Guidelines

- Q Stores Commitment to Service
- Pricing Policy
- Credit Policy
- NSW Supply Code of Conduct and Ethics
- Supplier Agreement Guidelines.

Government Advertising Agency-Guidelines

- Code of Conduct
- Commitment to Service.

Government Information Service-Brochures

- Government Information Service (GIS)
- Parliindex Brochure.

Government Information Service-Guidelines

- GIS Commitment to Service.
- Code of Conduct.

Government Information Service-Documents Available for Purchase

- New South Wales Government Directory, 2nd edition, 1994 (\$45)
- Legislation in Force (\$20)
- Status of Statutory Rules (\$20)
- Directory of CEOs of Major Agencies (\$10).

Government Printing Service-Catalogues

- GPS Fastforms Catalogue-Education
- GPS Fastforms Catalogue-TAFE
- GPS Fastforms Catalogue-Health
- GPS Fastforms Catalogue-Accounting and Personnel
- GPS Fastforms Catalogue-Police Firearms.

Government Printing Service-Guidelines

- Code of Conduct and Ethics
- Statement of Service
- Terms and Conditions of Contract
- Terms and Conditions of Tender
- Terms and Conditions of Trading
- Terms and Conditions of Trading-GPS Fastforms.

Government Printing Service-Newsletter

- GPS Newsletter.

Government Printing Service - Documents Available for Purchase

- New South Wales Government Gazette-\$7 per copy or \$400 annual subscription.

State Mail Service-Brochures

- Best Practice Brochures (2).

State Mail Service-Guidelines

- Code of Conduct
- Commitment to Service.

NSW Supply Service & Information Technology Service-Guidelines

- Contract Management Committee Guidelines
- Commitment to Service
- Code of Conduct
- A Guide to Period Contracts.

NSW Supply Service & Information Technology Service-Brochures

- Your Guide to Tendering
- Answers to Common Questions
- What to Expect when Dealing with Government (joint project with ICAC)
- Tableware Brochure
- Cleaning Services Brochure
- Oils and Lubricants Brochure
- Local Council Brochure

- IT Tender Advisory Service
- Contract Schedules
- Printer Binder (information on printers in contract 877)
- Government Information Technology Conditions (GITC)
- Capabilities Brochure
- Fuel User Guide
- Guide for the Selection of Photocopiers
- Motor Vehicle Users Guide and Schedule of Participating Dealers
- Motor Vehicle Auction Brochure
- Procedure for Handling Complaints.

**NSW SUPPLY SERVICE & INFORMATION
TECHNOLOGY SERVICE-NEWSLETTERS**

- Marketing Bulletin
- Healthlink
- Contract News.

**NSW Supply Service & Information
Technology Service-User
Guides/Catalogues**

- Government Selected Application Systems (GSAS)
- Hardware Products
- Plumbing Products
- Air Travel and Associated Services
- Temporary Staffing
- Customer Service Guide.

**NSW Supply Service & Information
Technology Service-Documents
Available for Purchase**

- New South Wales Government Information Technology
Contacts Directory-\$65 or \$72 including postage
- Office Furniture-\$30 or \$35.50 including postage.

Statement of Affairs

The most recent Statement of Affairs was published in the NSW Public Works 1993/94 Annual Report. Copies are available at a cost of \$3.00 from the Freedom of Information Co-ordinator.

Access Arrangements, Procedures and Points of Contact

ACCESS TO PUBLISHED DOCUMENTS

All published documents (reports, policy and procedure manuals, business plans and other planning documents) may be obtained by contacting the FOI Co-ordinator, Level 22, McKell Building, 2-24 Rawson Place, Sydney, between the hours of 9am and 5pm.

STAFF ACCESS TO DOCUMENTS CONCERNING THE INDUSTRIAL RELATION AFFAIRS OF STAFF

Staff do not need to use FOI to access their personal files. A request to access one's personal file can be directed to the Staff Services Branch.

AMENDMENT OF DOCUMENTS ABOUT PERSONAL AFFAIRS

An applicant may request the correction of any personal information held by the Department of Public Works and Services concerning them, where the applicant considers this information to be inaccurate, incomplete, or gives a misleading impression. In most cases, a written application will be required in terms of the FOI Act. Proof of the amendments being requested will also be required-such proof, as required, may vary from case to case and should be discussed with the FOI Co-ordinator.

ACCESS TO ALL OTHER DEPARTMENTAL DOCUMENTS

To access all other files or records it is necessary to apply, in writing, under the FOI Act to:

The FOI Co-ordinator
Level 22
McKell Building
2-24 Rawson Place
SYDNEY NSW 2000

Enquires relating to Freedom of Information may be made by telephone

(02) 372 8743 between 9am and 5pm, Monday to Friday.

Fees:

All applications: \$30 plus processing charge

Processing Charge: \$30 per hour

STATISTICAL INFORMATION

There were 18 new applications. No applications were carried forward from the previous year.

The results of the applications were:

Grant in full	7
Granted in part	9
Granted no documents found	1
Refused	1
Deferred	0
Ministerial Certificates	0
Number of requests requiring formal consultations	9

Result of Amendment Request

Result Agreed	0
Result Refused	0
Number of requests for notation	0

Basis of Disallowing or Restricting Access

Section 19 (application incomplete, wrongly directed)	0
Section 22 (deposit not paid)	0
Section 22 (diversion of resources)	0
Section 25(1)(a) (exempt)	10
Section 25(1)(b), (c), (d) (otherwise available)	0
Section 25 (1) (e) (documents over 5 years old)	0
Deemed refused-45 day time limit expired	0
All completed requests-FOI fees	\$1837.50
Fee discount	1
Correction of records	0

Elapsed Time

Applications where period extended under	
Section 59B	4
Processing hours	
0-10 hours	9
11-20 hours	5
21-40 hours	3
Over 40 hours	1

Reviews Processed

Internal reviews finalised	1
Ombudsman's reviews finalised	2
District Court actions finalised	0
Ombudsman's reviews pending	1

GENERAL COMMENTS

Applicants generally focused on seeking access to their competitors' tender documents. The applicants sought to obtain information which may be seen as affecting the commercial affairs of companies with which the Department of Public Works and Services could have regular dealings and have far reaching effects upon the way in which the organisation conducts future business with these and other prospective contractors.

There were not any issues which had an impact upon the Department's compliance with the requirements of the Freedom of Information Act.

annual
FINANCIALS
report

New Structure

Following the change of government in New South Wales the Department of Public Works and Services was created by notification in the Government Gazette dated 5 April, 1995.

The financial statements for the Department of Public Works and Services are a consolidation of:

- the former NSW Public Works excluding Water Services Policy and the Olympic Construction Authority now transferred to the Department of Land and Water Conservation and the Olympic Co-ordination Agency respectively;
- the former Commercial Services Group; and
- the Estate Management Division of the former Property Services Group.

Highlights

- An operating surplus of \$37.5M.
- Total distribution to the Treasury under the Government's Financial Distribution Policy of \$27.8M.
- Achievement of financial targets set in the 1994/95 Statement of Financial Performance.
- The Department was granted investment powers defined in Part I Schedule 4 of the Public Authorities Financial Arrangements Act.

Budget Comparisons

	1994/95 Budget \$'000	1994/95 Actual \$'000	1995/96 Budget \$'000
Income			
Fees	166,599	190,926	184,355
Sales	127,600	126,083	133,203
Interest Received	5,200	8,918	7,816
Proceeds from Assets Disposal	4,766	7,850	4,963
Management Fees	-	2,312	256
Other Income	26	8,433	-
Treasury Funding	3,000	2,796	2,060
	<u>307,191</u>	<u>347,318</u>	<u>332,653</u>
Expenditure			
Salaries/Wages and Related Exp.	137,583	144,220	156,183
Purchases	83,700	82,233	88,002
Plant Expenses	3,444	3,392	3,300
Occupancy	11,805	15,631	17,851
Travel	1,208	1,577	1,577
Other	50,560	55,221	47,164
WDV of Assets Sold	3,012	5,059	3,564
Provisions	1,208	2,436	332
	<u>292,438</u>	<u>309,769</u>	<u>317,973</u>
Operating Surplus	14,753	37,549	14,680
Grants	9,157	8,773	1,227
Provision for redundancies - GCS*	-	20,245	-
Income Tax Equivalent	3,942	12,391	5,285
Dividend	2,699	13,233	4,991
Net Surplus	<u>17,269</u>	<u>453</u>	<u>5,631</u>

* Government Cleaning Service

The 1994/95 budgets comprise the consolidated budgets of the merged entities. Some estimation of budgets has been necessary due to the transfer of sections of the department to other agencies. In consolidating the 1994/95 actual results it has been necessary to reclassify some expenditure to ensure consistent presentation of the accounts.

Income for 1994/95

The major variations between budget and actual income are mainly due to:

- The income from fees being substantially higher than budget as the budget parameters were based on a proposed reduction in staff numbers through voluntary redundancy and a further exit from non core activities. Staff numbers did not reduce as predicted resulting in fee income exceeding budget.
- Interest received exceeding budget due to an increase in interest rates and the Department being granted investment powers which resulted in a better return on funds invested.
- A management fee comprising accounting, systems and human resource services etc which was levied on the entities which were transferred to other agencies.

Expenditure for 1994/95

The major variations between budget and actual expenditure are mainly due to:

- Salaries/Wages costs over budget due to projected staff reductions through voluntary redundancy not being achieved.
- Depreciation rates being amended in 1994/95 resulting in an increase charge for depreciation which is reflected in Other Costs. Unbudgeted legal expenses relating to legal action against the Department were also included in this item.
- Provision of \$20.245M for redundancies in the Government Cleaning Service (GCS). As agreed with Treasury, this provision equals the funds available in GCS and any shortfall will be borne by Treasury.

1995/96 Budget

The 1995/96 budget has been framed to take account of increasing salary and wages costs (3% in July 1995), the costs associated with the amalgamation of the three former agencies such as surplus accommodation, excess staff cost and a reducing revenue base through the Government's budgetary constraints and the rationalisation of client services.

The 1995/96 Statement of Financial Performance for the new department has been negotiated with Treasury with a pre tax profit distribution to the Government of 70% (Comprising company tax of 36% and dividend 34%) agreed.



INDEPENDENT AUDIT REPORT

DEPARTMENT OF PUBLIC WORKS AND SERVICES

To Members of the New South Wales Parliament and Director-General

BOX 12 GPO
SYDNEY NSW 2001

Scope

I have audited the accounts of the Department of Public Works and Services for the year ended 30 June 1995. The preparation and presentation of the financial statements consisting of the accompanying balance sheet, income and expenditure statement and statement of cash flows, together with the notes thereto and the information contained therein is the responsibility of the Director-General. My responsibility is to express an opinion on these statements to Members of the New South Wales Parliament and the Director-General based on my audit as required by sections 34 and 45F(1) of the *Public Finance and Audit Act 1983*.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with the requirements of the *Public Finance and Audit Act 1983*, Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) so as to present a view which is consistent with my understanding of the Department's financial position, the results of its operations and its cash flows.

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

Qualification

In Note 2 under the heading of Superannuation, it is disclosed that uncertainty currently exists concerning certain taxation allocations that may impact virtually all of the individual employer reserve balances of the State Authorities Superannuation Board - Pooled Fund. Until resolution of this uncertainty, the quantum of the financial effect on the individual employer reserves is unclear.

Qualified Audit Opinion

In my opinion, subject to the effects of such adjustments, if any, as might have been required had the ultimate resolution of the uncertainty discussed in the qualification paragraph been known, the financial statements of the Department of Public Works and Services comply with sections 45E and 41B of the Act and present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Department as at 30 June 1995 and the results of its operations and its cash flows for the year then ended.

SYDNEY
20 October 1995


A.C. HARRIS

Department of Public Works and Services

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1995 CERTIFICATE UNDER SECTION 41C (1B) & (1C) OF THE PUBLIC FINANCE AND AUDIT ACT, 1983

In my opinion the financial statements, consisting of the Income and Expenditure Statement, Balance Sheet, Statement of Cash Flows and Notes attached thereto for the financial year ended 30 June 1995 exhibit a true and fair view of the financial position and transactions of the Department of Public Works and Services. The financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act, 1983 as amended and the Public Finance and Audit (Statutory Bodies) Regulation, 1985 and with the Treasurer's Directions as they relate to the preparation of those Accounts.

I am not aware at this time of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.



R.D. Christie

Director-General

Department of Public Works and Services

15 August 1995

Department of Public Works and Services

INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 30 JUNE 1995

	Notes	1995 \$'000
INCOME		
Fees	1(h)	190,926
Sales and services	3	126,083
Interest	4	8,918
Proceeds from disposals of non current assets		7,850
Management fees	5	2,312
Other income	6	8,433
Treasury funding	7	2,796
		347,318
EXPENDITURE		
Salaries and wages	8	126,106
Recreation leave	28	7,114
Long service leave	1(g)	3,537
Superannuation	2	7,463
Purchases - goods and services	10	82,233
Plant expenses		3,392
Estate management costs	11	1,081
Management fees	12	1,011
Occupancy	13	15,631
Travel	14	1,577
Other	15	53,129
Written down value of non current assets sold		5,059
Provisions	28	2,436
		309,769
OPERATING SURPLUS before Income Tax, Government Capital Grants, Abnormal Items and Dividends		37,549
Government Capital Grants	16	8,773
Abnormal Items	28(c)	(20,245)
		11,472
OPERATING SURPLUS before Income Tax and Dividends		26,077
Income Tax Equivalent	17	12,391
OPERATING SURPLUS after Income Tax		13,686
ACCUMULATED SURPLUS 1 July 1994	30	277,738
Transfers from reserves	31	4,032
TOTAL AVAILABLE FOR APPROPRIATION		295,456
Dividend payable to State Government	1(i)	13,233
ACCUMULATED SURPLUS 30 JUNE 1995.		282,223

The above Income and Expenditure Statement is to be read in conjunction with the attached notes.

Department of Public Works and Services

BALANCE SHEET

AS AT 30 JUNE 1995

	Note	\$'000	1995 \$'000
CURRENT ASSETS			
Cash at bank and in hand	18	157,316	
Receivables - trade	19	52,254	
Sundry debtors and prepayments	20	67,636	
Investments	4	76,497	
Investment properties	21	11,822	
Inventories	10),22	7,498	
			373,023
NON-CURRENT ASSETS			
Property plant and equipment	23	163,858	
Leasehold improvements	24	262	
Other	25	36,394	
			200,514
TOTAL ASSETS			573,537
CURRENT LIABILITIES			
Trade creditors		37,455	
Sundry creditors and accruals	26	130,052	
Work in progress	27	36,871	
Provisions	28	30,041	
			234,419
NON-CURRENT LIABILITIES			
Provisions	28	18,176	
Other	29	36,380	
			54,556
TOTAL LIABILITIES			288,975
NET ASSETS			284,562
RETAINED EARNINGS			
Accumulated Funds			282,223
Reserves	31		2,339
			284,562

The above Balance Sheet is to be read in conjunction with the attached notes.

Department of Public Works and Services

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 1995

		1995 Inflows (Outflows) \$'000
	Notes	
Cash Flow from Operating Activities		
Receipts from Operations	1(h)	943,147
Payments to Suppliers and Employees	1(h)	(932,084)
Interest Received		7,192
Notional Income Tax Payments		(4,336)
Net Cash from Operating Activities (a)	39(b)	<u>13,919</u>
Cash Flow from Investing Activities		
Purchase of Property, Plant and Equipment		(78,265)
Purchase of Investment Properties		(172)
Proceeds from Sale of Property, Plant and Equipment		58,304
Net Cash Outflow from Investing Activities (b)		<u>(20,133)</u>
Cash Flow from Financing Activities		
Other Receipts - Government Capital Grants		8,773
- Treasury Funding - Surplus Staff		2,796
- Provision of Services to Government		7,334
Dividend paid to State Government		(8,390)
Net Cash from Financing Activities (c)		<u>10,513</u>
Net Increase/(Decrease) in Cash, ie. (a)+(b)+(c)		4,299
Opening Cash Balance		229,514
CLOSING CASH BALANCE (per Balance Sheet)	39(a)	<u>233,813</u>

Department of Public Works and Services Notes to and Forming Part of the Financial Statements for the Year Ended 30 June 1995.

PRINCIPAL ACTIVITIES

Following the change of government in New South Wales the Department of Public Works and Services was created by notification in the Government Gazette dated 4 April, 1995.

The new Department comprises former NSW Public Works (excluding Olympic Construction Authority and Water Services Policy Division now transferred to the Olympics Co-ordination Agency and the Department of Land and Water Conservation respectively), former Commercial Services Group and former Estate Management Division of the Property Services Group.

These Financial Statements reflect operations of the merged organisations for the year ended 30 June 1995. Transactions between those organisations now merged were not material.

The new reporting entity, the Department of Public Works and Services (DPWS) provides a range of services to Government, including advice on total asset management, contracts for goods and services, information technology and telecommunications.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in preparing the accounts of DPWS are stated to assist in a general understanding of these accounts. These policies have been consistently applied throughout DPWS.

The accounts have been prepared in accordance with applicable Australian Accounting Standards, Treasurer's Directions and the requirements of the Public Finance and Audit Act 1983 and Regulations.

(a) Basis of Accounting

These financial statements have been prepared in conformity with the financial reporting for Statutory Bodies as set out in Division 3 of Part 3 of the Public Finance and Audit Act 1983.

The accounts have been prepared on the basis of historical costs except for certain non-current assets which are at valuation.

The Balance Sheet and Income and Expenditure Statement have been prepared on an accrual basis. The Cashflow Statement has been prepared on a cash basis using the direct method, and includes all receipts and payments made during the year (see Note 1 (h) Recognition of Revenue).

All amounts are expressed in Australian Dollars rounded to the nearest one thousand Dollars.

(b) Merged Entities

Prior year comparatives

Because of the complexity of the restructure it is not practicable to provide previous year's comparatives for the new Department.

Accumulated funds

Details of the accumulated funds of each of the merged components is set out in Note 30 "Accumulated Funds". The opening balances are the aggregate closing balances of the merged components as at 30 June 1994.

(c) Non-current assets

Non-current assets have been revalued in accordance with Treasury Circular G1991/20 "Accounting Policies for Revaluation of Non-Current Assets". Others have been shown at cost less accumulated depreciation.

Only non-current assets with a cost greater than \$0.002M are capitalised. Non-current assets are depreciated using the rates shown in Note 1(e).

The carrying amount of all non-current assets has been reviewed as a whole to determine whether or not they are in excess of recoverable amount. If the carrying amount of non-current assets exceeds its recoverable amount, the asset is written down to the lower value. In assessing recoverable amounts, the relevant cash flows have not been discounted to present value.

(d) Leasehold Improvements

Following the administrative restructure, a review was undertaken of the future economic benefit of certain leasehold improvements recognised by former agencies. These leasehold improvements have been written off as it is considered that no future economic benefit now exists.

(e) Depreciation and amortisation

Depreciation is provided on a straight line basis for all depreciable non-current assets to allocate their cost over their estimated useful lives.

The following depreciation rates are used:

• Buildings	2.5%
• Motor Vehicles (with the exception of StateFleet Services)	20.0%
• Mainframe computers	20.0%
• Personal computers	33.3%
• Photocopiers	33.3%
• Other office equipment	20.0%
• Furniture and fittings	10.0%

Plant and equipment is depreciated over its estimated useful life.

Because of the Treasury policy requiring passenger vehicles to be sold after two years or 40,000km and commercial vehicles to be sold after two years or 65,000km, the depreciable amount for motor vehicles owned and leased by StateFleet Services under AAS4 "Depreciation of non-current assets" is assessed as nil. Depending on the care taken by the lessee agency during the period of the lease, any underrecovery between the original cost and disposal proceeds is recognised as depreciation and claimed from the lessee, and any overrecovery is reimbursed to the lessee. There is never an over or underrecovery of depreciation in StateFleet Services.

(f) Provision for major periodic maintenance

In order to maintain the service potential of buildings owned and occupied by DPWS, a 10 year program of long term building maintenance has been drawn up. An amount of \$0.685M has been set aside at 30 June 1995 to cover backlog maintenance to be performed in 1995/96. Thereafter an annual provision of \$0.075M will be made over the remainder of the program. This provision has been shown separately in Note 23 Property, Plant and Equipment.

(g) Employee Entitlements

Long Service Leave

The cost of employee entitlements for long service leave is met by the payment of an oncost on salaries to the NSW Treasury. The payment of the oncost extinguishes DPWS' liability which results in the liability being assumed by the Crown.

In accordance with AAS30 "Accounting for Employee Entitlements" long service leave entitlements owing to employees at balance date have been recognised as current and non-current liabilities with the corresponding amounts reimburseable from Treasury shown as current and non-current assets. The amounts shown in these financial statements relate only to current

DPWS employees and exclude any former employees transferred in the administrative restructure.

Annual Leave

The full liability for annual leave owing to employees has been accounted for and shown under Current Liabilities in the Balance Sheet.

Sick leave

Sick leave entitlements in DPWS are non-vesting and only become payable upon a valid claim for sick leave by an employee. There were no such claims outstanding and unpaid at 30 June 1995.

(h) Recognition of Revenue

Revenue is recognised as follows:

Fees represent:

- the recognition of revenue through the sale of resources to clients. The main resources are employees who charge hours worked against activities on projects. Revenue is recognised when hours are charged to client projects within work in progress.
- fees for the management of Government owned and Government leased buildings;
- Agency Fees for property sold as agents for New South Wales Government Departments and Statutory Bodies. The agency fee from the sale of property is brought to account when all conditions precedent have been satisfied.

Note:

Payments from clients for work completed on contracts which DPWS has managed on their behalf together with corresponding payments to contractors are omitted from the Income and Expenditure Statement as they are not considered departmental income and expenditure. They have however been included in the Cashflow Statement as these transactions are reflected in the Balance Sheet as Work in Progress.

Sales arise from the provision of a number of services for the New South Wales Government which are set out in Note 3 "Sales and Services".

Other income includes commission earned under a Strategic Partnership Agreement between the State Government and Telstra for the administration of expenditures by agencies on telecommunications. Details of "Other income" are provided in Note 6.

Revenue from sales of fleet motor vehicles by StateFleet Services are not disclosed separately as revenue in the Income and Expenditure Statement as neither profit nor loss results from the transaction.

(i) Operating Leases

All lease arrangements entered into by DPWS are operating leases. Operating lease payments are expensed in the period in which the benefit is received and lease income is recognised as earned. DPWS through StateFleet Services leases passenger and commercial vehicles to Government and Authorities.

Under an agreement which commenced in June 1993, the Government contracted with a private financier (Macquarie Bank) to provide an alternative source of funds for the purchase of motor vehicles. Under the new arrangement Treasury realised its investment when the former StateFleet services drew on this new source to fund the replacement of fleet items (other than commercial vehicles over one tonne, which continue to be subject to the old leasing arrangements). StateFleet Services acts as a manager in respect of the new financier; collecting the lease fees and acquiring and disposing of vehicles on their behalf in return for a monthly management fee.

(j) Inventories

Inventories are valued at the lower of cost and net realisable value. Costs have been assigned to inventory quantities on hand at balance date using the average cost price.

(k) Taxation

Under the New South Wales' Government's tax equivalent regime for Government Trading Enterprises, agreement has been reached that the accounting profit model should be used by DPWS in the calculation of notional income tax. This model applies the current rate of company tax to the operating profit and does not require tax effect accounting. Accordingly the requirements of AAS3 "Accounting for Income Tax" have not been applied in these financial statements.

(l) Dividend

Dividends payable to the State Government have been calculated in accordance with the Government's Financial Distribution Policy.

2. SUPERANNUATION

The Superannuation Schemes relating to employees of DPWS are:

- the State Superannuation Fund (SSF);
- the State Authorities Superannuation Scheme (SASS);
- the Basics Benefits Scheme (BB);
- the First State Super Scheme (FSS);
- the Public Sector Executives Superannuation Scheme (PSESS); and
- the Superannuation Guarantee Levy.

For FSS and PSESS there is no outstanding employer liability as the contributions are fully funded and vested to individual officers.

The assessed liability for the Department at 30 June 1995 and funds held in the reserve accounts at the State Superannuation Investment and Management Corporation (SSIMC) (including accrued interest) are:

	Reserve Balance		Assessed Liability		(Over)/Under Provided	
	1995 \$'000	1994 \$'000	1995 \$'000	1994 \$'000	1995 \$'000	1994 \$'000
Basic Benefit	15,011	13,780	11,556	12,883	(3,455)	(897)
SASS	31,543	31,502	28,274	33,753	(3,269)	2,251
SSF	338,566	342,993	312,216	312,605	(26,350)	(30,388)
	385,120	388,275	352,046	359,241	(33,074)	(29,034)
(see Note 20)						

Arising from the Triennial Actuarial Review as at 30 June 1994 of the State Authorities' Superannuation Board - Pooled Fund, it has been identified that uncertainty exists in respect of virtually all of the individual employers concerning their reserve balances within the Pooled Fund. Until resolution of this uncertainty, which relates to the taxation allocations, including the allocation of tax and investment earnings and the allocation of the benefit of tax deductions, rebates and exemptions, the quantum of the financial effect on individual employer reserves is unclear. This uncertainty has not arisen from inaccuracies in the maintenance of the accounting records of DPWS.

The 1995 assessment is based on the results for the 1994 Triennial-Valuation where the key assumptions adopted by the Actuaries were:

	1994/95	1995/96	1996/97	thereafter
	%	%	%	%
Rate of investment return (after tax and investment-related expenses)	6.0	9.0	9.0	8.0
Rate of general salary increase (including re-classifications)	4.5	5.0	3.0	6.0
Rate of increase in CPI (Sydney, All Groups)	3.0	3.5	4.0	4.5

Superannuation Expense for the year

In accordance with Treasury Circular No 15 "Superannuation: Non Budget Sector Accounting for Liabilities and Prepaid Contributions" dated 1 August 1994, the Superannuation Expense is made up as follows:

	1995 \$'000
Contributions to funds	11,503
Movement in prepaid superannuation	(4,040)
Expense for the year	<u>7,463</u>

3. SALES AND SERVICES

	1995 \$'000
Q Stores sale of stock	43,683
Mail services	24,379
Advertising billings	22,352
Printing sales	17,301
Motor vehicle lease & commission income	15,227
Sale of legislation & publications	3,141
	<u>126,083</u>

4. INVESTMENTS AND INTEREST EARNED

DPWS has investment powers defined in Part 1 of Schedule 4 of the Public Authorities Financial Arrangements Act. A maximum of 80% of departmental funds, excluding client funds, may be withdrawn from the Treasury banking system. These funds have been deposited with T Corp in short term cash deposits and the market value of these deposits is equal to their book value.

Interest has been calculated on the minimum daily cash balance, excluding any client funds, at the "Treasury Interest Rate" which is equivalent to the weighted average 11 am Treasury Corporation unofficial cash rate less 1%.

5. MANAGEMENT FEES

Management fees relate to work performed on behalf of Water Services Policy Division which transferred to the Department of Land and Water Conservation and the Olympic Construction Authority which was transferred to the Olympic Coordination Agency in the administrative restructure.

6. OTHER INCOME

This comprised the following:

	1995 \$'000
Insurance rebates	1,623
Strategic Partnership Agreement Commission (see Note 1(h))	2,980
Other	3,830
	<u>8,433</u>

7. TREASURY FUNDING

A number of staff positions were identified within the former NSW Public Works as being additional to the requirements of core business. Treasury agreed to fund the additional staff costs and an amount of \$2.796M was received in respect of the 1994/95 financial year.

8. SALARIES AND WAGES

Salaries and Wages comprised:

	1995 \$'000
Salaries and Wages	117,486
Payroll Tax	7,101
Workers' Compensation Insurance	1,519
	<u>126,106</u>

9. VOLUNTARY REDUNDANCIES

During 1994/95, 88 salaried and wages employees accepted voluntary redundancy. The total cost was \$3.992M which was funded by Treasury. As both the Treasury funding and the redundancy payment involved equal abnormal items of income and expense netting to zero, these amounts have been excluded from the Income and Expenditure Statement.

10. PURCHASES - GOODS AND SERVICES

	1995 \$'000
Q Stores purchases	30,836
Advertising	20,386
Mail services	16,630
Printing sub-contractors	7,468
Fees Q Stores facility manager	5,580
Printing materials	1,333
	<u>82,233</u>

11. ESTATE MANAGEMENT COSTS

Fees are payable to private sector real estate agents for the management of the Crown Property Portfolio on behalf of the Treasury.

12. MANAGEMENT FEES

Management fees were payable by Estate Management Division for corporate services before the administrative restructure.

13. OCCUPANCY

Occupancy costs during the year comprised:

	1995 \$'000
Rent	14,335
Building Maintenance	209
Cleaning	279
Electricity & Gas	639
Security	169
	<u>15,631</u>

14. TRAVEL

Travel comprised:

	1995 \$'000
Motor Vehicle Costs	457
Travel and Removal	1,120
	<u>1,577</u>

15. OTHER EXPENSES

Included in the "Other" category are the following:

	1995 \$'000
Advertising, Publicity & Marketing	1,265
Audit Fees	389
Bad and Doubtful Debts	400
Bank Charges	231
Computer Costs	3,348
Consultants	1,621
Cost of Other Operations	3,522
Depreciation and amortisation not directly charged	10,455
Insurance	5,408
Land Tax Equivalent	90
Leasehold Improvements written off	1,663
Legal Costs	2,948
Maintenance	2,149
Non-Current Assets Written Off	292
Postage & Telephone	3,083
Printing & Stationery	2,720
Sales Tax Equivalent	2,201
Stamp Duty	43
Training & Development	1,368
Other Expenses	9,933
	<u>53,129</u>

Note: Depreciation and amortisation expense for the year totalled \$11.952M and has been apportioned amongst a number of operational activities. The amount shown above represents the balance of unapportioned depreciation.

16. GOVERNMENT CAPITAL GRANTS

Capital funding of \$8.773M was applied to business system upgrade (\$0.482M) and progress work on the Government Radio Network (\$8.291M).

17. INCOME TAX EQUIVALENT

The Department of Public Works and Services became part of the New South Wales Government's Tax Equivalent Regime for Government Trading Enterprises on July 1 1994.

The Income Tax Equivalent has been based on the Treasury's Accounting Profit Model. The liability for the year, based on the accounting profit before Government Capital Grants, calculated at 33%, is \$12.391M.

18. CASH AT BANK

The Cash At Bank balance is made up of:

	1995 \$'000
Cash in hand	38
Operating Accounts	157,278
	<u>157,316</u>

The Cash at Bank includes amounts received from clients for contractor commitments, as well as funding for employee entitlements and working capital requirements

19. RECEIVABLES - TRADE

	1995 \$'000
Trade Debtors	52,864
Less: Provision for Doubtful Debts	610
	<u>52,254</u>

During the year an amount of \$0.304M was provided for doubtful debts and \$0.197M was written off as uncollectable. The Income and Expenditure charge included in "Other" expense comprised:

	1995 \$'000
Provision for doubtful debts	304
Bad debts written off	96
	<u>400</u>

\$0.101M was written off as uncollectable direct to the Provision for Doubtful Debts.

20. SUNDRY DEBTORS & PREPAYMENTS

Sundry Debtors & Prepayments includes the following:

	1995 \$'000
Prepaid Superannuation (see Note 2)	33,074
Accrued Interest	4,295
Reimbursement of motor vehicles purchased on behalf of Macquarie Bank	14,917
Long Service Leave reimburseable by Treasury	1,600
Other Debtors and Prepayments	13,750
	<u>67,636</u>

21. INVESTMENT PROPERTIES

Investment Properties are Land & Buildings surplus to requirements awaiting disposal.

22. INVENTORIES

	1995 \$'000
Printing materials	541
Legislation stock	865
Q Stores stock	6,042
Fuel & oil	38
Stores	55
	<u>7,541</u>
Less: Provision for obsolescence	43
	<u>7,498</u>

23. NON-CURRENT ASSETS

	Land \$'000	Bldings. \$'000	Plant & Equip't \$'000	Motor Vehicles \$'000	Off Fur. & Equip. \$'000	Compu- ters \$'000	TOTAL \$'000
At valuation							
Balance 1 July 1994	9,889	10,316					20,205
Additions	1,260	140					1,400
Revaluations	596	646					1,242
Devaluations	(185)	(517)					(702)
Disposals	(714)	(905)					(1,619)
Balance 30 June 1995	10,846	9,680					20,526
Depreciation							
Balance 1 July 1994		(175)					(175)
Charge		(288)					(288)
Disposals		39					39
Balance 30 June 1995		(424)					(424)
Less:							
Prov. for Periodic Maint.		(685)					(685)
Net-Book Value 30 June 95	10,846	8,571					19,417
Less:							
Surplus Land & Bldgs t'fred as Investments	(885)	(845)					(1,730)
	9,961	7,726					17,687
At cost							
Balance 1 July 1994			16,551	113,173	7,570	14,419	151,713
Additions		2,528	13,711	63,075	922	2,522	82,758
Disposals			(2,029)	(55,020)	(766)	(912)	(58,727)
Balance 30 June 1995		2,528	28,233	121,228	7,726	16,029	175,744
Depreciation							
Balance 1 July 1994			(11,718)	(2,362)	(2,101)	(6,627)	(22,808)
Charge			(2,847)	(1,862)	(1,136)	(5,471)	(11,316)
Disposals			1,673	1,913	262	703	4,551
Balance 30 June 1995			(12,892)	(2,311)	(2,975)	(11,395)	(29,573)
Net Book Value 30 June 95		2,528	15,341	118,917	4,751	4,634	146,171
Total 30 June 1995	9,961	10,254	15,341	118,917	4,751	4,634	163,858

Valuations

Land and Buildings have been valued by the Valuer-General. The majority were valued in 1994/95.

Market Value at 30 June 1995.

With the exception of motor vehicles, the Net Book Value of Non-Current Assets is considered as approximating market value. The market value of motor vehicles has been assessed at \$122.2M.

24. LEASEHOLD IMPROVEMENTS

	Cost	Amort'n	NBV
	\$'000	\$'000	\$'000
Balance 1 July 1994	3,012	(894)	2,118
Additions	227	(348)	(121)
Disposals	(72)	-	(72)
Write-offs (refer Note 1(d))	(2,391)	728	(1,663)
Balance 30 June 1995	776	(514)	262

25. OTHER NON CURRENT ASSETS

	1995
	\$'000
Long Service Leave Reimbursable by Treasury (refer Note 1 (g))	36,380
Other	14
	<u>36,394</u>

26. SUNDRY CREDITORS AND ACCRUALS

Sundry Creditors includes the following:

	1995
	\$'000
Amounts due to Contractors for Work in Progress	83,600
Income Tax Equivalent	11,134
Dividend payable to State Government	13,233
Long service leave liability	1,600
Amounts owing under Strategic Partnership Agreement	6,571
Amounts payable to Treasury for non operating units	2,024
Other Sundry Creditors and Accruals	11,890
	<u>130,052</u>

27. WORK IN PROGRESS

DPWS acts as principal in the contract for construction works undertaken for clients. The principal's role includes the payment of contractors on the clients behalf.

Work in progress represents the cost of all works in progress less progress billings received from clients and is net of a Provision for Uncollectable Work in Progress of \$13.15M. At 30 June 1995, work in the ground was valued at \$83.6M and this accrual is reflected in Sundry Creditors and Accruals (see Note 26).

Under the General Conditions of Contract AS 2124, there are specific conditions relating to the payment of contractor claims for work completed. Penalties for failure to adhere to these conditions include payment of interest. To ensure contractual payment obligations are met, agreements have been made for major clients to pay according to a monthly cashflow

determined on the basis of client funds being lodged in the DPWS bank account to facilitate the payment of contractors claims.

Where cashflow payments from clients exceed costs to date, AAS11 "Accounting for Construction Contracts" requires the net balance to be disclosed as a liability. The Standard also requires disclosure of "the gross amount of construction work in progress and, as a deduction therefrom, the related aggregate billings". Net Work in Progress has accordingly been shown in the Balance Sheet as a current liability.

28. PROVISIONS

	1995 \$'000
Current	
Provision for Annual Leave (a)	9,796
Provision for Redundancies	20,245
	<u>30,041</u>
Non current	
Provision for Major Reworks (b)	<u>18,176</u>

The movements in provisions for the year were:

(a) Provision for Annual Leave	
Balance beginning of year	9,802
Provided during the year	7,114
Payments made during the year	(7,120)
Balance end of the year	<u>9,796</u>
(b) Provision for Major Reworks	
Balance beginning of the year	18,880
Provided during the year	-
Claims during the year	704
Balance end of the year	<u>18,176</u>

When DPWS is required to undertake urgent or unforeseen remedial work on major projects to ensure their optimum value to the community, this provision eliminates inappropriate charges against current working budgets and thus does not affect established programs. The level of this provision has been reviewed by independent experts and found to be in line with industry benchmarks.

(c) Provision for Redundancies	
Provided during the year	20,245
Balance end of year	<u>20,245</u>

Following the sale of the Government Cleaning Service, the NSW Arbitration Commission determined that the staff of the cleaning service had been made redundant as a result of their termination by the Crown at the time of the sale. The Government appealed the decision. However, on May 24 1995, a Full Bench of the Commission found that the award should stand and the appeal was dismissed.

Instructions were issued to DPWS that funds held by the former Commercial Services Group on behalf of Treasury were to be used to meet the redundancy liability, any shortfall being Treasury's responsibility. The cost of severance payments was estimated at \$20-\$25M.

A provision has been made of \$20.245M being the full amount of the funds held on behalf of Treasury. Because of its nature this has been shown in the Revenue and Expenditure Statement as an abnormal item.

Income and Expenditure Statement Charge

The Income and Expenditure figure comprises:

	1995 \$'000
Provision for Underrecovery of Work in Progress	1,850
Provision for Periodic Building Maintenance	685
Wages annual leave adjustment	(99)
	<u>2,436</u>

29. OTHER NON CURRENT LIABILITIES

	1995 \$'000
Long Service Leave Liability (see Note 1 (g))	<u>36,380</u>

30. ACCUMULATED FUNDS

Accumulated Funds at 1 July 1994 consolidates the balances of the following former agencies:

	1995 \$'000
NSW Public Works	90,912
Commercial Services Group	177,315
Less: Prior year adjustment *	(1,822)
Estate Management Division of Property Services Group	10,058
Property Services Group Corporate Group	1,275
	<u>277,738</u>

* The prior year adjustment of \$1.822M relates to the unfunded superannuation liability in the former Commercial Services Group not previously recognised.

31. RESERVES

	\$'000
Asset Revaluation Reserve	
Balance 1 July 1994	1,799
Revaluations	1,242
Devaluations	(702)
Balance 30 June 1995	<u>2,339</u>
Reserve for Building Maintenance	
Balance 1 July 1994	1,987
Transfer to Income and Expenditure	(1,987)
Reserve for Maintenance and Fitout - McKell Bldg	
Balance 1 July 1994	2,045
Transfer to Income and Expenditure	<u>(2,045)</u>

32. CONTINGENT LIABILITIES

Claims made against DPWS in respect of compensation and litigation arising from its operations are fully covered by DPWS' insurance cover.

33. CAPITAL EXPENDITURE COMMITMENTS

	1995 \$'000
Not later than one year	7,211
Later than 1 year and not later than 2 years	5,518
Later than 2 years and not later than 3 years	1,275
Total	<u>14,004</u>

34. CONSULTANTS

The total amount paid to consultants was \$1.621M

35. COMMITMENTS**Lease Commitments - Operating**

DPWS has lease commitments payable as follows:

	1995 \$'000	
	Properties	M V's
Payable no later than 1 year	13,104	3
Payable later than 1 year but no later than 2 years	12,950	150
Payable later than 2 years but no later than 5 years	31,824	
Payable later than 5 years	50,761	
	<u>108,639</u>	<u>153</u>

36. AUDIT FEES

The fee for auditing the DPWS accounts for the year ended 30 June 1995 is \$382,000 payable to the NSW Auditor-General's Office. The auditor received no other benefit. Other audit fees were paid to private firms during the year in relation to quality assurance and internal audits. These amounted to \$7,000.

37. MATERIAL ASSISTANCE PROVIDED AT NO OR NOMINAL COST

During the year no assistance was received from other NSW Government agencies at no or nominal cost.

38. STATEMENT OF OPERATIONS BY SEGMENT

(a) The Department of Public Works and Services provides a variety of services to NSW Government agencies. These include:

- (i) Project Management -
Public Works manages the interface with the building and construction industries on behalf of government clients.
- (ii) Warehousing Service of common use items -
Q Stores sources, warehouses and supplies bulk discount common-use items to government agencies.

(iii) Mail Services -

State Mail is responsible for collection and delivery of mail for State Government organisations.

(iv) Advertising -

Government Advertising Agency provides advertising services and produces Public Service Notices for the NSW Government managing a master media agreement with Departments and Authorities to bulk purchase advertising space.

(v) Printing Services -

Government Printing Service provides printing, publishing and forms management services to the NSW Government. It creates artwork, typesetting and documents, and publishes the NSW Government Gazette.

(vi) Motor Vehicle Leasing -

StateFleet Services provides motor vehicle leasing and fleet management services to NSW Departments and Authorities. It monitors the Government's motor vehicle purchase and replacement program, arranges disposal of vehicles and arranges contracts through the State Contracts Control Board.

(vii) Other Fees and Services -

Other services include a government information service, supply and telecommunications services and the management of government-owned buildings.

(b) The Department of Public Works and Services operates only in the State of New South Wales.

(c) Industry segment information is set out in the following table:

Industry Segment	External Income 1995 \$'000	Interseg't Income 1995 \$'000	Total Income 1995 \$'000	Expend'e 1995 \$'000	Segment Results 1995 \$'000	Segment Assets 1995 \$'000
Project Management	167,764		167,764	158,895	8,869	381,104
Warehousing	43,683	55	43,738	40,518	3,220	34,411
Mail Service	24,379	1,229	25,608	24,050	1,558	8,199
Advertising	22,352	247	22,599	22,253	346	7,157
Printing	17,301	1,638	18,939	17,849	1,090	10,147
Motor Vehicle Leasing	15,227	453	15,680	2,721	12,959	129,767
Other Fees & Services	56,612		56,612	47,105	9,507	2,752
Elimination Entries		(3,622)	(3,622)	(3,622)		
	347,318	0	347,318	309,769	37,549	573,537

39. NOTE TO THE STATEMENT OF CASH FLOWS

(a) Reconciliation of Cash

For the purpose of the statement of cash flows, the cash balance is considered to include cash in hand, cash at bank and cash deposits at T.Corp.

	1995 \$'000
Cash at Bank	157,278
Cash in Hand	38
Cash deposits at T.Corp	76,497
	<u>233,813</u>

(b) Reconciliation of Net Cash from Operating Activities to Operating Result.

	1995 \$'000
OPERATING SURPLUS after Income Tax	13,686
Depreciation and amortisation	11,952
Provision for Redundancies	20,245
Notional Income Tax Expense	12,391
(Increase)/Decrease in Prepayments	(16,070)
(Increase)/Decrease in Receivables	(22,205)
(Increase)/Decrease in Inventories	296
Increase/(Decrease) in Payables	6,058
Increase/(Decrease) in Sundry Creditors and Accruals	15,071
Increase/(Decrease) in Work in Progress	(6,414)
Increase/(Decrease) in Provisions	(1,060)
Government Capital Grants	(8,773)
Treasury Financing	(10,130)
Net(Gain) on Sale of non current assets	(2,791)
Non current assets written off	1,663
NET CASH FROM OPERATING ACTIVITIES	<u>13,919</u>

END OF AUDITED FINANCIAL STATEMENTS

Department of Public Works and Services

SUMMARY OF LAND OWNED AND OCCUPIED - JUNE 30TH 1995

Area and Detail		Valuation \$	Valuer-General's Date of Valuation
Alexandria	47-49 Bourke Street	4,315,000	30/07/1991
Bathurst	138 William Street	70,000	21/03/1994
Coffs Harbour	259 High Street	325,000	05/11/1993
Doonside	Richmond Road	1,200,000	05/10/1994
Dubbo	White Street	79,000	07/10/1994
Hay	454 Church Street	15,000	02/02/1995
Inverell	Ashford Road	15,000	09/06/1995
Kariong	Lot 1 Pacific Highway	80,000	01/07/1994
Lismore	Dalley Street	201,000	18/11/1993
Manly	King Street	1,260,000	23/05/1994
Morpeth	Depot - Robert Street	70,000	15/06/1995
Newcastle	Hall Street	150,000	15/06/1995
St Peters	Burrows Road	1,900,000	19/01/1991
Wagga Wagga	Coleman Street	250,500	23/06/1995
Walgett	35 Hope Street	30,000	30/03/1995
TOTAL		9,960,500	



BOX 12 GPO
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

OFFICE OF THE MINISTER FOR PUBLIC WORKS AND SERVICES

To Members of the New South Wales Parliament and Director-General

Scope

I have audited the accounts of the Office of the Minister for Public Works and Services for the year ended 30 June 1995. The preparation and presentation of the financial statements, consisting of the accompanying statement of financial position, operating statement and statement of cash flows, together with the notes thereto, and the information contained therein is the responsibility of the Director-General. My responsibility is to express an opinion on these statements to Members of the New South Wales Parliament and the Director-General based on my audit as required by sections 34 and 45 (1) of the *Public Finance and Audit Act 1983*.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with the requirements of the *Public Finance and Audit Act 1983*, accounting standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) so as to present a view which is consistent with my understanding of the Office's financial position, the results of its operations and its cash flows.

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

Audit Opinion

In my opinion, the financial statements of the Office of the Minister for Public Works and Services comply with section 45E of the Act and present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Office as at 30 June 1995 and the results of its operations and its cash flows for the year then ended.

P. CARR, FCPA
DIRECTOR OF AUDIT

(duly authorised by the Auditor-General of New South Wales
under section 45(2) of the Act)

SYDNEY
28 September 1995

Office of the Minister for Public Works and Services

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE, 1995

STATEMENT BY AGENCY HEAD

Pursuant to Section 45F of the Public Finance and Audit Act 1983, I state that:-

- a) The accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act, 1983, the Public Finance and Audit (Departments) Regulation, 1986, the Treasurer's Directions and the Financial Reporting Code under Accrual Accounting for Inner Budget Sector Entities.
- b) The financial statements exhibit a true and fair view of the financial position and transactions of the Office of the Minister for Public Works and Services.
- c) There are not any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



R. D. Christie
Director-General
Department of Public Works and Services
4 August 1995

Office of the Minister for Public Works and Services

OPERATING STATEMENT FOR THE YEAR ENDED 30 JUNE 1995

	Note	Actual 1995 \$'000	Budget 1995 \$'000
Expenses			
Operating Expenses			
Employee Related	4(a)	1,338	1,341
Other Operating Expenses		745	683
Depreciation	4(b)	27	18
Grants & Subsidies	4(c)	44,279	47,829
Other Services	4(d)	30,625	30,959
TOTAL EXPENSES		<u>77,014</u>	<u>80,830</u>
Revenues			
Other	5	769	207
TOTAL REVENUES		<u>769</u>	<u>207</u>
Net Gain on Sale of Property, Plant and Equipment	6	9	-
NET COST OF SERVICES	3	<u>76,236</u>	<u>80,623</u>
Government Contributions			
Consolidated Fund Recurrent Appropriation		75,622	76,766
Consolidated Fund Capital Appropriation		68	68
Return to the State on Sale of Assets		(7)	-
Acceptance by the State of Office's Liabilities	2(a)	208	61
Surplus/(Deficit) for the Year		<u>(345)</u>	<u>(3,728)</u>
Accumulated Surplus at the Beginning of the Year	11	24,505	24,505
Accumulated Surplus at the End of the Year		<u>24,160</u>	<u>20,777</u>

The accompanying notes form part of these statements.

Office of the Minister for Public Works and Services

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 1995

	Note	Actual 1995 \$'000	Budget 1995 \$'000
CURRENT ASSETS			
Cash	7	4,102	(1,387)
Work in Progress	8	18,818	22,031
Receivables	16	822	292
TOTAL CURRENT ASSETS		<u>23,742</u>	<u>20,936</u>
NON-CURRENT ASSETS			
Prepaid Lease	9	25,001	26,584
Property, Plant and Equipment	10	563	129
TOTAL NON-CURRENT ASSETS		<u>25,564</u>	<u>26,713</u>
TOTAL ASSETS		<u>49,306</u>	<u>47,649</u>
CURRENT LIABILITIES			
Sundry Creditors	17	145	288
TOTAL CURRENT LIABILITIES		<u>145</u>	<u>288</u>
NON-CURRENT LIABILITIES			
Loan	9	25,001	26,584
TOTAL NON-CURRENT LIABILITIES		<u>25,001</u>	<u>26,584</u>
TOTAL LIABILITIES		<u>25,146</u>	<u>26,872</u>
NET ASSETS		<u>24,160</u>	<u>20,777</u>
EQUITY			
Accumulated Surplus	11	24,160	20,777
TOTAL EQUITY		<u>24,160</u>	<u>20,777</u>

The accompanying notes form part of these statements.

Office of the Minister for Public Works and Services

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 1995

	Note	Actual 1995 \$'000	Budget 1995 \$'000
Cash Flow from Operating Activities			
Payments			
Employee Related		(1,214)	(1,280)
Maintenance and Working		(745)	(683)
Grants and Subsidies		(42,860)	(45,948)
Other		(30,541)	(30,959)
		<u>(75,360)</u>	<u>(78,870)</u>
Receipts			
Interest		337	479
Other		1	0
		<u>338</u>	<u>479</u>
Total Net Cash Outflow from Operating Activities	15(b)	<u>(75,022)</u>	<u>(78,391)</u>
Cash Flow from Investing Activities			
Proceeds from the sale of Property, Plant & Equipment		9	-
Payment For Plant & Equipment		(19)	(68)
Payments for Work in Progress		(1,519)	(4,732)
Total Net Cash Outflow on Investing Activities		<u>(1,529)</u>	<u>(4,800)</u>
Net Cash Outflow from Operating and Investing Activities		<u>(76,551)</u>	<u>(83,191)</u>
Government Funding Activities			
Return to the State on Sale of Assets		(7)	-
Consolidated Fund Recurrent Appropriation		75,622	76,766
Consolidated Fund Capital Appropriation		68	68
Total Net Cash Provided by Government		<u>75,683</u>	<u>76,834</u>
Net Increase/(Decrease) in Cash		<u>(868)</u>	<u>(6,357)</u>
Opening Cash Balance		4,970	4,970
CLOSING CASH BALANCE	15(a)	<u><u>4,102</u></u>	<u><u>(1,387)</u></u>

The accompanying notes form part of these statements.

Office of the Minister for Public Works and Services

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. THE DEPARTMENTAL REPORTING ENTITY

The Office of the Minister for Public Works and Services has been prescribed as a Statutory Body under Section 3 of the Public Finance and Audit Regulation 1984 for the purposes of Division 4 Part 3 of the Public Finance and Audit Act 1983, relating to audit of funds and accounts.

The Office of the Minister for Public Works and Services comprises the operating activities of the Minister's Office and the appropriation of Consolidated Fund allocations for Risk Management and Policy Development for Government and the payment of subsidies to the Darling Harbour Authority.

From April 1995 the staff and activities carried out by the Port and Marine Policy Unit were transferred from the Office of the Minister for Public Works and Services to the Department of Business and Regional Development and the appropriations for the Country Towns Water Supply and Sewerage and the Coast and Estuaries Programs were transferred to the Minister for Land and Water Conservation. No expenses or revenue relating to these activities for 1994/95 have been included in these financial statements.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Office's financial report has been prepared in accordance with Statements of Accounting Concepts, applicable Australian Accounting Standards, the requirements of the Public Finance and Audit Act and Regulations, the Financial Reporting Directives published in the Financial Reporting Code for Inner Budget Sector Entities and the Treasurer's Directions.

The Operating Statement and Statement of Financial Position are prepared on an accruals basis. The Cash Flow Statement has been prepared on a cash basis using "direct" method.

During April 1995 an administrative restructure of agencies followed the change in Government. The former Office of the Minister for Public Works and Ports has been restructured as the Office of the Minister for Public Works and Services. Appropriations to the former Information Technology Unit within the Premier's Department, the former Commercial Services Group, the former Property Services Group and the Darling Harbour Authority are now included with the Office's appropriation. These financial statements reflect the operating activities of the merged components of these agencies from 1 July 1994 to 30 June 1995.

Due to the administrative restructuring in 1994/95 it is not practicable for comparative figures of the merged components to be included in the financial statements (refer Treasury Circular No. 6 dated 30/5/95).

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.

(a) Employee related expenses

The cost of employee entitlements for annual leave, long service leave and superannuation are included in employee related expenses. However, as the Office's liabilities for long service leave and superannuation are assumed by the State, the Office accounts for the liability as having been extinguished resulting in non-monetary revenue described as "Acceptance by the State of Office's liabilities". The Office's liability for annual leave is extinguished by the raising of an oncost on salaries payable to Department of Public Works and Services.

The amount of \$0.208M shown as "Acceptance by the State of Office's liabilities" is made up of \$0.124M included in the Employee Related expenses, and \$0.084M included in the Other Services item "Information and Technology &".

Telecommunication Policy & Services". This latter amount represents the cost of superannuation and long service leave liabilities assumed by the State for certain Department of Public Works and Services' staff who provide the Minister with policy and other advice.

(b) Government allocation

Monetary and non-monetary resources which are allocated to the Office by the Government and which are controlled by the Office are recognised as revenues of the financial period in which they are received.

(c) Depreciation

Depreciation is provided for on a straight line basis against all depreciable assets so as to write off the depreciable amount of each depreciable asset as it is consumed over its useful life. Depreciation rates on furniture and fittings is 7.5% per annum, office equipment is 20% per annum and computer equipment is 33.3% per annum. Only assets with a purchase price of \$0.002M are capitalised.

(d) Grants and Subsidies

Grants and subsidies are recognised as expenses in the period in which they are paid by the Office.

3. BUDGET REVIEW

The actual Net Cost of Services was lower than budget by \$3.895M. This result was primarily due to "Expenses - Grants and Subsidies - Government Cleaning Service Sick Leave Liability" being under budget by \$3.279M.

4. EXPENSES

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

	1995 \$'000
Salaries	1,084*
Superannuation entitlements	66
Payroll tax and fringe benefits tax	79
Long service leave	58
Workers compensation insurance	12
Other	39
	<u>1,338</u>

* Oncost is raised on salaries to extinguish the cost of recreation leave liabilities.
During 1994/95 these oncosts totalled \$0.042M.

b) Depreciation is charged as follows:-

	1995 \$'000
Furniture and Fittings	4
Computer Equipment	8
Office Equipment	15
	<u>27</u>

c) Grants and Subsidies comprise the following items:-

	1995 \$'000
Redundancies paid to DPWS	3,992
Interim Additional Staff Costs paid to DPWS	2,796
Community Use Facilities paid to DHA	12,000
Maintenance of Infrastructure paid to DHA	3,760
Government Cleaning Service Sick Leave Liability	221
Capital Grants - Public Works	6,637
- Darling Harbour	2,117
- Commercial Services Group	10,636
- Property Services Group	2,120
	<u>44,279</u>

DPWS refers to the Department of Public Works and Services, while DHA refers to the Darling Harbour Authority.

d) Other Services comprise the following items:-

	1995 \$'000
Project Risk Management	9,232
Total Asset Management	835
Construction Industry Development	4,392
Investigations and Special Advice	2,776
Compliance with Regulations	1,008
Public Buildings	665
Ministerial Support	2,220
Period Contract Administration	4,115
Information Technology & Telecommunication Policy & Services	1,946
Information Services	2,162
Parliament House Maintenance	754
Government House Maintenance	520
	<u>30,625</u>

5. REVENUE - OTHER

Other Revenue of \$0.769M is comprised of interest received \$0.276M, assets provided free of charge \$0.492M and miscellaneous \$0.001M.

6. NET GAIN ON SALE OF PROPERTY, PLANT AND EQUIPMENT

This represents the net gain from the sale of Bullock Wharf at Upper Colo (\$0.007M) and computer equipment (\$0.002M), not previously recorded.

7. CURRENT ASSETS - CASH

	1995 \$'000
Cash at Bank	4,102

8. CURRENT ASSETS - WORK IN PROGRESS

Work in Progress represents the expenditure to date on the Commemorative Museum at the First Government House site. Expenditure in 1994/95 amounted to \$1.519M (1993/94 - \$12.299M). The Office of the Minister for Public Works and Services was allocated Special Deposit Funds in 1990 for the construction of the First Government House site, and has held the asset in the accounts of the Minister during the project management and construction stage. The asset will be transferred to the Historic Houses Trust upon completion.

9. NON-CURRENT ASSETS - PREPAID LEASE

On 18 November 1992, Executive Council approval was granted for the then Minister for Public Works, on behalf of the State of NSW entering into arrangements with Kooragang Coal Loader Limited (KCL), Port Waratah Coal Services Limited, National Australia Bank Limited (NAB) and others involving the sale of future lease payments on the Kooragang Coal Loader site.

On 19 November 1992, the then Minister for Public Works (MPW) borrowed a sum of \$49.94M from NAB on a limited recourse basis, secured against and repayable from the lease payments due under the current 1982 Lease Agreement between MPW and KCL. The lease payments are being paid directly to NAB. The proceeds of the loan were paid to Treasury. The balance outstanding on this loan as at 30 June 1995 was \$25M (\$35.44M as at 30/6/94). It is anticipated that the loan and prepaid lease will be eliminated by 1999.

10. NON-CURRENT ASSETS - PLANT AND EQUIPMENT

	Furniture & Fittings \$'000	Computer Equipment \$'000	Office Equipment \$'000	Total \$'000
At cost				
Balance 1 July 1994	58	63	67	188
Additions	492	13	6	511
Write Offs	-	(6)	(1)	(7)
Balance 30 June 1995	550	70	72	692
Accumulated depreciation				
Balance 1 July 1994	17	53	39	109
Depreciation for the year	4	8	15	27
Adjustment for Write Offs	-	(6)	(1)	(7)
Balance 30 June 1995	21	55	53	129
Written Down Value				
At 1 July 1994	41	10	28	79
At 30 June 1995	529	15	19	563

The fitout costs of \$0.492M in 1994/95 associated with leased accommodation at Governor Macquarie Tower has been capitalised. No amortisation costs were raised during the year as tenancy was only taken up on 26 June 1995. Amortisation costs will be raised in future years over the 12 year term of the lease.

It is considered that the market value of the Non-Current Assets is the Written Down Value as expressed above.

11. EQUITY - ACCUMULATED SURPLUS

	\$'000
Balance 1 July 1994	
Office of the Minister for Public Works and Ports	22,092
Commercial Services Group	2,413*
	<u>24,505</u>

* Equity transferred from the former Commercial Services Group was represented by cash of \$2.341M and Property, Plant and Equipment of \$0.072M. This was the only part of the administrative restructure referred to in Notes 1 and 2 that impacted on equity.

12. COMMITMENTS FOR EXPENDITURE

	1995 \$'000
Capital Commitments	
Aggregate capital expenditure contracted for at balance date but not provided for in Accounts Payable	
Not later than one year	12,890
Later than one year but not later than two years	10,585
Later than two years but not later than five years	26,827
Later than five years	0
	<u>50,302</u>

The Office of the Minister for Public Works and Services receives appropriations from the Consolidated Fund which are subsequently disbursed to the Department of Public Works and Services to fund construction programs for a number of the State's key assets. The above commitments represent Treasury's forward budget estimates at 30 June 1995 that will be appropriated to the Office of the Minister for Public Works and Services.

13. AUDIT FEE

The audit fee payable to the Auditor-General's Office for 1994/95 amounted to \$8,100 (1993/94 - \$7,000). The auditor received no other benefit.

14. CONTINGENT LIABILITIES

Claims made against the Office in respect of compensation and litigation arising from its operations are fully covered by the Office's insurance cover. As at 30 June 1995 no claims were pending.

15. NOTE TO CASH FLOW STATEMENT**a) Reconciliation of Cash**

For the purposes of the Statement of Cash Flow, cash includes cash at bank. Cash at the end of the reporting period as shown in the Statement of Cash Flow and in the Statement of Financial Position is \$4.102M.

b) Reconciliation of Net Cash from Operating Activities to Net Cost of Services

	1995 \$'000
Net Cost of Services	(76,236)
Depreciation	27
Gain on Sale of Property, Plant & Equipment	(9)
Acceptance by State of Office's Liabilities	208
Decrease in Payables	(603)
Assets provided free of charge	(492)
Decrease in Receivables	2,083
Net Cash from Operating Activities	(75,022)

16. RECEIVABLES

Receivables is comprised of Accrued Interest of \$0.215M and \$0.607M owing by Government Agencies. The total amount due is classified as current.

17. SUNDRY CREDITORS

Sundry Creditors is comprised of amounts payable by the Department of Public Works and Services. The total value of Sundry Creditors is classified as current.

18. PROGRAM INFORMATION

	Note (a)	Program 1 1995 \$'000	Program 2 1995 \$'000	Total 1995 \$'000
Expenses				
Grants and Subsidies		26,402	17,877	44,279
Other		32,735	-	32,735
Total Expenses		59,137	17,877	77,014
Revenue				
Gain on Sale of Non-Current Assets		9	-	9
Other		769	-	769
NET COST OF SERVICES		58,359	17,877	76,236
Government Contributions				
Consolidated Fund recurrent appropriation		57,745	17,877	75,622
Consolidated Fund capital appropriation		68	-	68
State Acceptance of Office's liabilities		208	-	208
Return to State on sale of assets		(7)	-	(7)
Surplus/(Deficit) after Government Contributions		(345)	-	(345)
Total Assets		49,306	-	49,306

a) Program 1 - Risk Management and Policy Development for Government

Objective(s): To provide services to Government, administrative and policy services to the Minister and the operating costs of the Minister's Office.

b) Program 2 - Subsidy to the Darling Harbour Authority

Objective(s): To develop and operate facilities at Darling Harbour.

END OF AUDITED FINANCIAL STATEMENTS

DEPARTMENT OF PUBLIC WORKS AND SERVICES

INTERNAL MANAGEMENT ACCOUNTS AS AT 31 MARCH 1995

In accordance with NSW Treasury Circular No. 6 dated 30 May 1995 internal management accounts of each of the merged components of the newly created Department of Public Works and Services for the nine month period to 31 March 1995 are to be included in the Annual Report.

The merged components are the former:

- NSW Public Works (excluding Water Services Policy transferred to the Department of Land and Water Conservation and the Olympic Construction Authority transferred to the Olympic Co-ordination Agency).
- Commercial Services Group.
- Estate Management Division of the Property Services Group.

The nine months results of each of the merged agencies reflects the performance of those agencies under their previous management and are in line with budget.

NSW Public Works

INCOME AND EXPENDITURE STATEMENT FOR THE NINE MONTHS ENDED MARCH 31 1995

	Actual nine months ended 31.3.95 \$'000	Budget nine months ended 31.3.95 \$'000
INCOME		
Fees	118,500	114,487
Proceeds from Disposal of Non-Current Assets	4,402	2,581
Interest Received	4,452	3,000
Other	6,010	5,381
	<u>133,364</u>	<u>125,449</u>
EXPENDITURE		
Salaries and Related Expenses	69,360	68,351
Wages and Related Expenses	13,271	12,151
Plant Expenses	2,528	2,603
Travel	739	855
Occupancy	8,281	8,689
Other	22,692	22,393
Written Down Value of Assets Sold	2,235	1,758
	<u>119,106</u>	<u>116,800</u>
Operating Surplus Before Income Tax	14,258	8,649
Income Tax Expense	2,233	2,233
Sales Tax Expense	1,161	1,161
Dividend	150	
Net Surplus For The Year	<u>10,714</u>	<u>5,255</u>

NSW Public Works

BALANCE SHEET AS AT 31 MARCH 1995

			\$'000
			31.3.95
CURRENT ASSETS			
Cash in Hand		39	
Cash at Bank		56,996	
Receivables -Trade	42,494		
-Other	2,019		
Provision for Doubtful Debts	(136)	44,377	
Investments		70,231	
Prepayments		35,268	
Stores		122	
			207,033
NON-CURRENT ASSETS			
Property Plant and Equipment			31,777
TOTAL ASSETS			238,810
Less:			
CURRENT LIABILITIES			
Trade Creditors		8,753	
Sundry Creditors		81,209	
Work in progress		14,438	
Provisions		7,886	
			112,286
NON-CURRENT LIABILITIES			
Provisions		20,887	
			20,887
TOTAL LIABILITIES			133,173
NET ASSETS			105,637
ACCUMULATED FUNDS			90,521
RESERVES			4,116
ASSET REVALUATION RESERVE			389
CORPORATE ASSET FUNDING			(103)
EXCESS OF INCOME OVER EXPENDITURE			
for the nine months ended March 31 1995.			10,714
TOTAL EQUITY AND RESERVES			105,637

Commercial Services Group

INCOME AND EXPENDITURE STATEMENT FOR THE NINE MONTHS ENDED MARCH 31 1995

	Actual nine months ended 31.3.95 \$'000	Budget nine months ended 31.3.95 \$'000
INCOME		
Sales	108,030	99,265
Interest Received	1,452	718
Treasury funding	5,944	5,988
Other	603	354
	<u>116,029</u>	<u>106,325</u>
EXPENDITURE		
Cost of sales	68,939	62,877
Salaries and Related Expenses	17,773	19,171
Other	9,115	12,196
	<u>95,827</u>	<u>94,244</u>
Net Surplus for the Year	<u>20,202</u>	<u>12,081</u>

Commercial Services Group

BALANCE SHEET AS AT 31 MARCH 1995

		\$'000
		31.3.95
CURRENT ASSETS		
Cash at bank and in hand	52,176	
Receivables - Trade	17,886	
Sundry debtors and prepayments	8,753	
Inventories	6,724	
		85,539
NON-CURRENT ASSETS		
Property Plant and Equipment	128,930	
Leasehold improvements	622	
Other	11,405	
		140,957
TOTAL ASSETS		226,496
Less:		
CURRENT LIABILITIES		
Trade Creditors	2,113	
Sundry creditors and accruals	9,723	
Other	7,881	
Provisions	2,002	
		21,719
NON-CURRENT LIABILITIES		
Other	16	
		16
TOTAL LIABILITIES		21,735
NET ASSETS		204,761
Represented by:		
ACCUMULATED FUNDS		197,761
RESERVES		7,000
TOTAL EQUITY AND RESERVES		204,761

Property Services Group (Estate Management Division)

INCOME AND EXPENDITURE STATEMENT FOR THE NINE MONTHS ENDED 31 MARCH 1995

	Actual nine months ended 31.3.95 \$'000	Budget nine months ended 31.3.95 \$'000
INCOME		
Fees	5,151	5,286
Treasury funding	2,233	2,233
Other	71	68
	<u>7,455</u>	<u>7,587</u>
EXPENDITURE		
Cost of sales	1,507	1,422
Salaries and Related Expenses	1,771	1,708
Occupancy	269	265
Travel	45	60
Estate management costs	748	953
Corporate service charge	1,011	956
Other	685	368
	<u>6,036</u>	<u>5,732</u>
Net Surplus for the Year	<u>1,419</u>	<u>1,855</u>

Property Services Group (Estate Management Division)

BALANCE SHEET AS AT 31 MARCH 1995

			\$'000
			31.3.95
CURRENT ASSETS			
Cash at Bank and in hand		6,187	
Receivables - Trade	4,485		
- Other	470	4,955	
Investments		7,889	
Prepayments		40	
			19,071
NON-CURRENT ASSETS			
Property Plant and Equipment		30	
Leasehold improvements		575	
Inventories		1,425	
			2,030
TOTAL ASSETS			21,101
Less:			
CURRENT LIABILITIES			
Trade Creditors		1,062	
Sundry Creditors		7,915	
Provisions		181	
			9,158
TOTAL LIABILITIES			9,158
NET ASSETS			11,943
Represented by:			
ACCUMULATED FUNDS			3,549
RESERVES			8,394
TOTAL EQUITY AND RESERVES			11,943

Office of the Minister for Public Works and Services

INTERNAL MANAGEMENT ACCOUNTS AS AT 31 MARCH 1995

In accordance with NSW Treasury Circular No. 6 dated 30 May 1995 internal management accounts of each of the merged components of the newly created Office of the Minister for Public Works and Services for the nine month period to 31 March 1995 are to be included in the Annual Report.

The merged components are the former:

- Office of the Minister for Public Works and Minister for Ports (excluding Port and Marine Policy Unit which was transferred to the Department of Business and Regional Development, the appropriations for Country Towns Water Supply and Sewerage and the Coast and Estuaries Programs which were transferred to the Department of Land and Water Conservation and the appropriation for Olympic Construction Authority which was transferred to the Olympic Co-ordination Agency).
- Commercial Services Group (Strategic Policy Unit).

The nine months results of each of the merged agencies reflects the performance of those agencies under their previous management and are in line with budget.

Office of the Minister for Public Works and Minister for Ports

OPERATING STATEMENT

FOR THE PERIOD ENDED MARCH 31 1995

	Actual 1995 \$'000	Budget 1995 \$'000
EXPENSES		
Operating Expenses		
Employee Related	664	668
Other Operating Expenses	416	377
Depreciation	0	2
Grants & Subsidies	23,653	25,421
Other Services	1,023	956
TOTAL EXPENSES	<u>25,756</u>	<u>27,424</u>
REVENUES		
Other	215	155
TOTAL REVENUES	<u>215</u>	<u>155</u>
Net Gain on Sale of Property, Plant and Equipment	0	0
NET COST OF SERVICES	<u>25,541</u>	<u>27,269</u>
GOVERNMENT CONTRIBUTIONS		
Consolidated Fund Recurrent Appropriation	25,398	27,665
Consolidated Fund Capital Appropriation	10	15
Return to the State on Sale of Assets	0	0
Acceptance by the State of Office's Liabilities	46	46
Surplus (Deficit) for the Year	<u>(87)</u>	<u>457</u>
Accumulated Surplus at the Beginning of the Year	22,092	22,092
Accumulated Surplus at March 31 1995	<u><u>22,005</u></u>	<u><u>22,549</u></u>

Office of the Minister for Public Works and Minister for Ports

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31 1995

	Actual 1995 \$'000	Budget 1995 \$'000
CURRENT ASSETS		
Cash	4,301	2,298
Work in Progress	18,304	20,848
Receivables	178	178
TOTAL CURRENT ASSETS	<u>22,783</u>	<u>23,324</u>
NON-CURRENT ASSETS		
Prepaid Lease	27,359	29,027
Property, Plant and Equipment	17	20
TOTAL NON-CURRENT ASSETS	<u>27,376</u>	<u>29,047</u>
TOTAL ASSETS	<u>50,159</u>	<u>52,371</u>
CURRENT LIABILITIES		
Creditors	795	795
TOTAL CURRENT LIABILITIES	<u>795</u>	<u>795</u>
NON-CURRENT LIABILITIES		
Loan	27,359	29,027
TOTAL NON-CURRENT LIABILITIES	<u>27,359</u>	<u>29,027</u>
TOTAL LIABILITIES	<u>28,154</u>	<u>29,822</u>
NET ASSETS	<u>22,005</u>	<u>22,549</u>
EQUITY		
Accumulated Surplus	22,005	22,549
TOTAL EQUITY	<u>22,005</u>	<u>22,549</u>

Commercial Services Group (Strategic Policy Unit)

OPERATING STATEMENT

FOR THE PERIOD ENDED MARCH 31 1995

	Actual 1995 \$'000	Budget 1995 \$'000
EXPENSES		
Operating Expenses		
Employee Related	288	338
Other Operating Expenses	142	135
Depreciation	16	11
Grants & Subsidies	13,636	14,957
Other Services	0	0
TOTAL EXPENSES	<u>14,082</u>	<u>15,441</u>
REVENUES		
Other	0	0
TOTAL REVENUES	<u>0</u>	<u>0</u>
NET GAIN ON SALE OF PROPERTY, PLANT AND EQUIPMENT	0	0
NET COST OF SERVICES	<u>14,082</u>	<u>15,441</u>
GOVERNMENT CONTRIBUTIONS		
Consolidated Fund Recurrent Appropriation	13,448	13,673
Consolidated Fund Capital Appropriation	7	44
Return to the State on Sale of Assets	0	0
Acceptance by the State of Office's Liabilities	13	0
SURPLUS (DEFICIT) FOR THE YEAR	<u>(614)</u>	<u>(1,724)</u>
ACCUMULATED SURPLUS AT THE BEGINNING OF THE YEAR	2,413	2,414
ACCUMULATED SURPLUS AT MARCH 31 1995	<u><u>1,799</u></u>	<u><u>690</u></u>

Commercial Services Group (Strategic Policy Unit)

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 1995

	Actual 1995 \$'000	Budget 1995 \$'000
CURRENT ASSETS		
Cash	0	0
Work in Progress	0	0
Receivables	1,736	585
TOTAL CURRENT ASSETS	<u>1,736</u>	<u>585</u>
NON-CURRENT ASSETS		
Prepaid Lease	0	0
Property, Plant and Equipment	63	105
TOTAL NON-CURRENT ASSETS	<u>63</u>	<u>105</u>
TOTAL ASSETS	<u>1,799</u>	<u>690</u>
CURRENT LIABILITIES		
Creditors	0	0
TOTAL CURRENT LIABILITIES	<u>0</u>	<u>0</u>
NON-CURRENT LIABILITIES		
Loan	0	0
TOTAL NON-CURRENT LIABILITIES	<u>0</u>	<u>0</u>
TOTAL LIABILITIES	<u>0</u>	<u>0</u>
NET ASSETS	<u>1,799</u>	<u>690</u>
EQUITY		
Accumulated Surplus	1,799	690
TOTAL EQUITY	<u>1,799</u>	<u>690</u>

annual
APPENDICES
report

Appendices

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Appendix A

USE OF CONSULTANTS

Engagements Over \$30,000

Consultant	Project Description	Expenditure
Ernst and Young	SWOT Information Technology Analysis	\$34,850
Price Waterhouse Urwick	Preparation of Division and Corporate Information Technology Strategic Plans	\$80,710
KPMG	Electronic data processing audit of Project Control system	\$35,000
Critchley Pty Ltd	Review of former Commercial Services Group support services	\$47,500
The Insight Group	Executive Searches	\$35,926
Tim Sherry Property Pty Ltd	Rail Estate Project	\$31,250
Arthur Andersen	Review Financial Operations Property Services Group	\$32,729
Applied Economics	Economic appraisals	\$32,999
Amos Aked Swift	Engineering advice on telecommunications contracts	\$152,605
The Ambidji Group	Review of Government Radio Network	\$83,444
Management Technology Consulting	Pre-implementation review of case management computer systems	\$47,400
KPMG	Prepare Statement of Best Practice on Project Management	\$48,650
Total		\$663,063

Engagements Under \$30,000

Number	84	\$779,619
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Appendix B

PUBLICATIONS, BROCHURES, MANUALS AND FACT SHEETS

Reports/Studies

Annual Reports

Carpentaria Water Business Proposal - Cloncurry Ernest Henry Region

Carpentaria Water Management Opportunities: Scoping Study - Strategic Assessment

Central 2000 Strategic Asset Plan for SRA

Clarence River Hydrographic Survey Catalogue

Commercial Assessment of Maitland Civic Precinct

Cooks River Floodplain Management Study and Plan

Department of School Education 1994/95 Planning Progress Report

Eveleigh Strategic Development Plan

Feasibility Report on Line of Lode, Broken Hill

Long Day Child Care Facilities in Sydney's CBD - Preliminary Feasibility Study

Nepean Hospital - Cancer Care Centre - Project Feasibility Study

NSHS Sports Facility Feasibility Report

Parramatta Legal Centre

Point Wollstonecraft Sport and Recreation Centre

Police and Courts Precinct, Chatswood

Preliminary Feasibility Study - St James Car Park

Richmond River Hydrographic Survey Catalogue

Sydney Metropolitan Southern Area - Engineering Services Plan

State Projects' Six Month Report - For the period ending December 1994

TAFE Folio - 1994/95 Program

Wansey Centre - Project Feasibility Study

Westlakes Community Centre - Project Feasibility Study

Wolli Creek and Bardwell Creek Flood Study

Manuals and Guidelines

Architecture and Urban Design Competitions Policy Document

Asset Planning Guidelines for the Health Sector (Draft)

Building Energy Manual

Code of Practice for the Control of Legionnaires' Disease and Some Other Health Hazards

Code of Practice for Warm Water Ablution Systems Incorporating Thermostatic Mixing Valves

Construct Only Contracts (AS2124)

Construct Only Contracts (Minor Services or Works)

Construction Management by the Private Sector

Contracts up to \$50,000

Directory of CEOs of Major Agencies

Government Information Service Commitment to Service

Government Printing Service Terms and Conditions of Contract

Group Finance and Corporate Services Quality Policy

Guidelines for Capital Works up to \$500,000

Guidenotes for Lead Auditors

Hazardous Substances Manual (June 1995)

Induction Kit - Operations Division

Legislation in Force

Local Government Act

NSW Government Directory - 2nd Edition 1994

NSW Government Gazette

NSW Government Information Technology Contacts Directory

NSW Supply Service and Information Technology Service

- A Guide to Period Contracts
- Air Travel and Associated Services
- Customer Service Guide
- Government Selected Applications Systems (GSAS)
- Hardware Products
- Plumbing Products
- Temporary Staffing

Occupational Health, Safety and Rehabilitation Guidelines

Operations Division Authorities Manual

Operations Division Quality Manual

PC Managers Guide

PC Notes

PC Users Guide

Police Station Facilities Management Manual (March 1995)

Project Management by the Private Sector

Public Works Quality Manual

Scalds Prevention Manual (new 1994/95)

Security of Information Systems

(OPM - Management of Information Technology)

Statement of Best Practice #6)

State Mail Service Code of Conduct

Status of Statutory Rules

Value Management Manual

Walsh Bay Redevelopment Call for Detailed Proposals

Appendix B

PUBLICATIONS, BROCHURES, MANUALS AND FACT SHEETS

Brochures

Communications - One of your most valuable business assets (new 1994/95)

Education

Joint Projects

- Coffs Harbour Education Campus - Opening of

Schools:

- Auburn Public School: Upgrade
- Bankstown Girls High School: Upgrade
- Bexley Public School: Rationalisation
- Broulee Public School: Stage 2
- Campsie Public School: Stage 1
- Cecil Hills Technology High School: New School
- Cessnock East Public School: Upgrade
- Como West Public School: Reconstruction
- Dubbo Public School: New School
- Eastwood Public School: Upgrade
- Eden High School: Additions
- Epping Boys High School: Upgrade
- Farmer Agricultural High School: Stage 2
- Fairfield Public School: Replacement School
- Glenmore Park Public School: New School
- Hinchinbrook Public School: New School
- Ingleburn Public School: Upgrade Stage 1
- Inverell Public School: Upgrade
- Katoomba High School: Special Education Unit
- Kellyville Public School: Additions
- Kingscliff High School: Additions
- Mackellar Girls High School: Multi Purpose Centre
- Moruya High School: Multi Purpose Centre
- Mount Terry Public School: New School
- Mudgee High School: Upgrade
- Mullaway Public School: New School
- Narara Valley High School: New School
- Nimbin Central School: Replacement School
- Prestons Public School: Upgrade
- Quirindi Public School: Upgrade
- Ross Hill Public School: Upgrade

- Strathfield South Public School: Upgrade
- Tacking Point Public School: New School
- The Oaks Public School: Stage 2
- Villawood East Public School: Upgrade
- Vincent Road Public School: New School
- Wagga Wagga Technology High School: Upgrade

Tertiary and Further Education:

- Albury College of TAFE: Stage 4
- Blue Mountains College of TAFE: Stage 1
- Lidcombe College of TAFE: Stage 4
- Port Macquarie College of TAFE: Stage 3
- Richmond College of TAFE: Stage 2
- Werrington College of TAFE: Stage 4
- Wollongbar College of TAFE: Stage 2

Electromedical Equipment - Innovative solutions in health care

Energy Management - The benefits of efficient energy use
(reprinted 1994/95)

Government Information Service (GIS)

Government Information Service - Parliindex

Infrastructure Partnerships

Maitland Hospital

MetNorthWest Urgent Repairs and Maintenance

Nepean Hospital

Nepean Hospital Upgrade - Partnering in Action

NSW Supply Service and Information Technology Service

What to Expect when Dealing with Government (joint project with ICAC)

Quality Management Brochure

Security - Improving business performance by minimising risk
(reprinted 1994/95)

State Mail Service Best Practice Brochures (2)

Sterilising Equipment - Minimising risk and improving health care for patients

The Responsible Workplace - Innovative solutions for a healthy and
productive workplace

The Use of Steel Roofing in Indonesia and Malaysia

Telemetry Systems - Information for effective management

Appendix B

PUBLICATIONS, BROCHURES, MANUALS AND FACT SHEETS

Newsletters

Consultant Newsletter

Property Matters (PSG Newsletter - 2 issues)

Update (Quality newsletter - 4 issues)

Workscene (Newsletter for Contractors - Quarterly Publication)

Factsheets

Effects of the 1955 Flood

Know Your Catchment : Facts and Figures on the Lower Hunter River

Lower Hunter Valley Flood Mitigation Scheme

Maitland Crib Wall and Horseshoe Bend Levee Investigation and Management Study

Maitland Floodway Scheme

Property Services Group, its Divisions and Corporations

Rescue Operations in the 1955 Flood

Returning the Tide: Wallis Creek

Riverbank Protection and stabilisation

The Hunter Valley Flood of February 1955

Warnings during the Flood of 1955

When will we have the next flood?

Videos

Energy Management

Essential Knowledge for Achieving Best Practice - Cost/ Budget Seminar 15/2/95

The Health Team Providing Tailored Services to Help You Ensure the Health of the Community

Property Services Group Corporate Video

APPENDIX C

ARTICLES AND CONFERENCE PAPERS

Conference Papers

Conference	Author	Topic
AIC Conference - Integrated Electronic Trading, Sydney, 11-12 July 1994	Barry Borham, A/Manager Electronic Initiatives	Corporate electronic Gateway Analysis: Opting for a distributed environment
Office and Technology Expo, Sydney February 1995	Barry Borham, A/Manager Electronic Initiatives	Electronic Commerce - How will it impact on you?
IES Conferences - Government Computing and Information Management, Sydney March 1995	Barry Borham, A/Manager Electronic Initiatives	Advanced Applications of Integrated Electronic Trading - Taking EDI beyond the Supply Chain Process
Supply Focus, 95 Liverpool and Newcastle 1995	Bob Furnell, Director EISG	SupplyLine and Electronic Commerce - Get the competitive edge
Supply Focus, 95 Penrith 1995	Barry Borham, A/Manager Electronic Initiatives	SupplyLine and Electronic Commerce - Get the competitive edge
Federal Government Technology Productivity Award Event, Canberra 1995	Bob Furnell, Director EISG	Contract Management Developments CAMS
Contracting Strategy Workshops, University of Sydney, Graduate School of Business, 24 August 1994	Paul Lopert, General Manager, Commercial Services, Commercial Services Group	Competitive Tendering and Contracting - The CSG Experience
Financial Planning Association Third National Conference, Perth, 25 November 1994	Gordon Messiter, Managing Director, Commercial Services Group	Electronic Commerce
Regional Planning Conference, 16-17 February at Ballina	G Kennedy, Client Manager, Local Government, North Coast Region, Lismore.	Role in Development, Delivery and Financing of Infrastructure
Australian Water and Wastewater Association (AWWA) 16th Federal, 2-6 April 1995	J M Anderson	Water Conservation and Recycling in Australia - Scenarios for the 21st Century
Australian Water and Wastewater Association (AWWA) 16th Federal, 2-6 April 1995	J M Anderson and T Ruge	Sizing Effluent Reuse Schemes: Regional Charts for NSW
9th Annual North Coast Environmental Health Conference 30-31 May 1995	J M Anderson	Future Urban Water Cycle Management: The Recycling Element

APPENDIX C

ARTICLES AND CONFERENCE PAPERS

Conference Papers

Conference	Author	Topic
Australian Water and Wastewater Association (AWWA) 16th Federal Convention, Sydney 2-6 April	J D Russell	Jervis Bay Area Effluent Management - A Community Decision
International Association for Water Quality (IAWQ) Specialist Conference on Desalination and Water Reuse, Perth 1-2 December 1994	J M Anderson	The Potential for Water Recycling in Australia
Workshop on Treatment and Recycling of Domestic Wastewater, Perth 30 Nov 1994	J M Anderson	A Possible Regulatory Framework for Water Recycling in Australia
International Hydrology and Water Resources Symposium of the Institution of Engineers, Australia, Adelaide November 1994	P Cloke - presenter (co-authors: I Cordery and W Fernando)	Effects of Record Length on the Skew of Annual Flood Series. (Published in conference proceedings, I E Aust. NCP 94/15)
Conference on the Economic Benefits of Meteorological and Hydrological Services, Geneva, Switzerland, September 1994	P Cloke (and I Cordery)	Benefits to the Community of Collecting Streamflow Data (Published in WMO/TD - No 630)
BECON '94 (Biomedical Engineering Society), Perth October 1994	Robert Thompson	PACS and Teddy Bears
Electrical Engineering Congress, Sydney, November 1994	Chris Oh	Automatic Officiating Equipment at the Sydney International Athletic Centre
Electrical Engineering Congress, Sydney November 1994	Willie Van Den Berg	PACS - Black Hole, or Rising Sun
Electrical Engineering Congress, Sydney November 1994	Bruce Cooke and Barry Sharah	Case Studies - Energy Management Programmes
Illuminating Engineering Society, Sydney, November 1994	Anthony Papallo	Cost Effective Lighting for Traditional Buildings
Renewable Energy Demand and Demand Management, June 1995	Bruce Cooke	Monitoring and Ongoing Research
Energy Conservation and Efficiency, October 1994	Bruce Cooke and Barry Sharah	NSW Energy Efficiency Initiatives

APPENDIX C

ARTICLES AND CONFERENCE PAPERS

Conference Papers

Conference	Author	Topic
Energy Efficiency in Government Agencies, July 1994	Bruce Cooke	Managing the Energy Consultant
18th Congress on Large Dams, Durban, 1994	L A McDonald, M Vesk, (DPWS) T W Macoun (CMPS&F)	Dungowan Dam - a Case Study in Flood Security Upgrading
18th Congress on Large Dams, Durban, 1994	L A McDonald	Invited contribution to Question 68, Flood Warning System in Overcoming Dam Deficiencies
1994 ANCOLD Conference on Dams, November 1994	T W Macoun (CMPS&F) L A McDonald, (DPWS)	Development of Guidelines on the Environmental Planning and Assessment of Dam Projects
1994 ANCOLD Conference on Dams, November 1994	L A McDonald, (DPWS) N Wellington (GHD)	The ANCOLD Risk Assessment Guidelines
Australian Geomechanics Society and Subsidence Society Conference, Newcastle, February 1994	M Rahimi and P Deb	Excavation Induced Ground Movement Mine Resulting in Pipeline Failure

Articles

Publication	Author	Topic
Government Productivity News, April 1995 issue	T H Rogerson	Department of School Education - Data Capture Project
Architecture Bulletin, August 1994	C R Johnson	Public Art Rises to the Olympic Challenge
Architecture Australia, Jan/Feb 1995	C R Johnson	Review of Exhibition at Darwin Art Gallery
National Healthcare, May 1995	C R Johnson	New Children's Hospital Leads the World

Appendix D

BOARDS AND COMMITTEES WITH DEPARTMENTAL REPRESENTATION

Statutory Boards and Committees

- **Board of Architects** (Architects Act, 1921)
 - L D Kelly, Government Architect
 - C Tsioulos, Manager, Portfolio Strategies Unit
- **Building Regulations Advisory Committee**
 - (Local Government Act, 1919)
 - J Rabong, Manager Schools Section, Client Service Division
- **Cobar Water Board** (Water Supply Authorities Act, 1989)
 - D Barrett, Manager Western Region (President)
- **Dams Safety Committee** (Dams Safety Act, 1978)
 - L A McDonald, Assistant Principal Engineer, Dams
- **NSW Telecommunications Authority Board (TELCO)**,
 - (Government Telecommunications Act, 1991)
 - R K Tout, Acting Director,
 - Information Technology and Telecommunications Division
 - P Lopert, General Manager, Commercial Services
 - J Leek, General Manager, Policy and Client Solutions,
 - Information Technology and Telecommunications Division
- **Heritage Council of New South Wales** (Heritage Act, 1977)
 - L D Kelly, Government Architect
 - Alternate member of the Heritage Council*
 - C Johnson, Manager, Architects' Branch
- **Historic Houses Trust** (Historic Houses Act, 1980)
 - R K Tout, Acting Director
 - Information Technology and Telecommunications Division
- **Lake Illawarra Authority** (Lake Illawarra Authority Act, 1987)
 - M Monaghan, Manager South Coast Region (Executive Officer)
- **State Contracts Control Board**
 - (Public Sector Management [Stores and Services] Regulation 1988)
 - A Griffin, Acting Director, Policy Division
- **Sydney Cove Redevelopment Authority**
 - (Sydney Cove Redevelopment Authority Act, 1968)
 - R D Christie, Director-General
- **Australian Marine Industry and Science Council (AMISC)**
 - R J Eagle, Acting Director,
 - Commercial Business Division and Chairman of AWACS
- **Construction Policy Steering Committee**
 - A Griffin, Acting Director, Policy Division
 - E Smithies, Deputy Director, Policy Division
- **Government Radio Network Joint Management Board**
 - R Wheeler, General Manager,
 - Telecommunications Services and Contracts,
 - Information Technology and Telecommunications Division
- **Mines Subsidence Board**
 - P Carter, Principal Engineer, Dams and Civil
- **National Public Works Council**
 - R D Christie, Director-General
- **NSW Lead Task Force** (Lead and Paint Working Group)
 - K Williams, Client Manager, MetSouth Region
- **Public Works Policy Group Advisory Committee**
 - (under the auspices of the Federal Department of Administrative Services)
 - R D Christie, Director-General
- **State Emergency Services Management Committee**
 - J Clarke, Manager, Business and Development Group,
 - Operations Division
 - R Wheeler, General Manager,
 - Telecommunications Services and Contracts,
 - Information Technology and Telecommunications Division
- **Survey and Mapping Advisory Committee**
 - G V Smith, Principal Surveyor & Manager,
 - Survey & Land Information Services

Inter-Departmental Committees and Professional Bodies

- Albert Priest Channel Advisory Committee
- Asset Management Steering Committee
- Australian Government Printers Association
- Australian Information Industries Association
- NSW Purchasing Sub Committee
- Building Science Forum of Australia
- Carmichael Committee on Vocational Training and Competency Achievements in the Industry
- Central West Catchment Management Committee

Appendix D

BOARDS AND COMMITTEES WITH DEPARTMENTAL REPRESENTATION

Chief Executive Officers' Conference on Common Service Provision	Lachlan Regional Algal Co-ordination Committee
Client Advisory Board	Labor Council NSW CPSC Consultative Group
Chipping Norton Lake Authority	Lake Macquarie Total Catchment Committee
Clarence Catchment Management Committee	Lower Shoalhaven Catchment Management Committee
Coffs Harbour Education Campus Steering Committee	Lower South Coast Catchment Management Committee
Coffs Harbour Foreshore Committee	Macquarie Darling Regional Algal Co-ordination Committee
Commonwealth/State Consultative Committee of the	Master Builders' Association Code of Practice Committee
Department of Communications and the Arts	Metropolitan/South Coast Regional Algal Co-ordinating Committee
Commonwealth/State User Group - Telecommunications	Mid North Coast District Emergency Management Committee
Consultant Proposal Review Committee	Mid North Coast District Engineering Functional Area Sub-Committee
Consultant Selection Committee	National Printing Industry Training Council (Australia)
Contract Management Committees	National Printing Industry Training Council (NSW Division)
Contracting-out Committee for Premier's Department	National Supply Group
Contractor Selection Committee	National Building Specification (NATSPEC Pty Ltd)
Cooks River 521 Committee	National Public Works Council - Asset Services Steering Group
Department of Corrective Services/DPWS and Treasury	Nirimba Joint Education Precinct Committee
Capital Works Steering Committee	North Coast Blue Green Algae Co-ordinating Committee
Department of School Education Data Capture Steering Committee	Northern Rivers Planning Advisory Committee
Department of School Education Facilities Standards Committee	Northern Rivers Engineering Functional Area Sub-Committee
Department of School Education/Department of Public Works and Services	NSW Government Purchasing Policy Working Party for Review of
Steering Committee	Apprenticeship Requirements
DISPLAN - Disaster Planning Committee	NSW Health Industry Forum
District Emergency Management Committee for Central West	NSW Police Service/DPWS Monthly Program Liaison Meeting
District Emergency Management Committee for Broken Hill and Orana	NSW TAFE Commission/ Department of Public Works and Services
Electronic Data Interchange Co-ordinating Committee	Steering Committee
Emergency Management Australia National Communications Advisory Group	NSW Recycled Water Coordination Committee
Far South Coast Catchment Management Committee	NSW Dams Safety Hydrology Sub Committee
Fish River Water Supply Management Board	Peel Emergency Management District Committee
Fish River Water Supply Advisory Committee	Quality Management Review Committee
Forecasting Committee	Richmond Catchment Management Committee
Georges River Catchment Management Committee	Shoalhaven Regional Effluent Management Advisory Board
Government Information Service Customer Council	South Grafton Levee Steering Committee
Hastings Catchment Management Committee	Standards OB/3 Committee
Hunter Catchment Management Trust, Kooragang Island Wetland Project	State X-Ray Committee
Steering Committee	Surplus Government Assets for Tourism
Illawarra Catchment Management Committee	Taronga Zoo/DPWS Capital Works Steering Committee
Information Technology Service/Department of Education	Tweed Catchment Management Committee
Purchasing Committee	Tweed Entrance Community Liaison Committee
Information Technology Service/Roads and Traffic Authority	Tweed River Management Plan Advisory Committee
Purchasing Committee	Williams River Total Catchment Management Committee
Karuah - Great Lakes Total Catchment Management Committee	WorkCover Construction Industry Consultant Committee

Appendix E

PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Ronald David CHRISTIE
POSITION	Director-General SES Level 7
PERIOD IN THE POSITION	1 July 1994 to 4 April 1995 as Director-General, NSW Public Works, then acted as Director-General, Department of Public Works and Services, until confirmation in the position on 3 May 1995.
RESULTS	
Commercial Practices	The department operated within approved financial budgets for 1994/95. Improved productivity and exceeded budget expectations with a surplus of \$38.7 million. Increased efficiency by 2% bringing total improvement of 45% in the last three years.
Client Service	The Client Advisory Board, comprising chief executive officers of major client agencies, maintained a regular meeting schedule. Heads of Agreement established with six major clients.
Government Service	Issued a new Guarantee of Service in August, 1994.
Project Risk Management Services	Risk management resulted in estimated \$60 million savings for government on major capital projects. No hours were lost to industrial disputes. Introduced non-adversarial initiatives such as partnering.
Project Delivery and Completion	Completed over 200 major building projects, water and sewerage schemes, infrastructure development and international projects. Completed over 200 estuaries, coast, floodplain, fishing ports and waterway projects.
Minister's Programs	All targets achieved for programs.
People Management	Regular visits to regional staff. The enterprise agreement with the construction wages staff is operating successfully. Exceeded staff development target, enhanced communications, safety, EEO and personnel programs, improvement in corporate culture. Exceeded targets set out in now obsolete Training Guarantee Act. Over 1500 person training days were provided plus a number of public and private sector seminars. Rationalisation of staff numbers through voluntary redundancy, natural attrition, and the divestment of non-core activities.
Policy	Implemented recommendations of the Royal Commission into Productivity in the Building Industry.

Appendix E

PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Ronald EAGLE
POSITION	Acting Director, Commercial Business Division SES Level 6
PERIOD IN THE POSITION	1 July 1994 to 4 April 1995 as Deputy Director-General, NSW Public Works, and Director, State Projects Division, and from 5 April 1995 as acting Director, Commercial Business Division.
RESULTS	
Financial Performance and Commercial Practice	All targets achieved. Better than budgeted net profit achieved.
Market Strategy	Marketing and sales opportunities identified and new services offered in several management and information systems. Continued structured quarterly presentations to client groups. Instigated weekly marketing meetings with senior executives to pursue new clients and expand existing business.
International	Continued to develop relationships with key participants and to grow the level of international project work.
Quality Management	State Projects retained full compliance with AS3901/ISO9001. TQM and continuous improvement programs now being embraced.
People Management	Developed specific training programs for young staff and others with leadership potential.
Olympic Facilities	The Aquatic Centre opened in October 1994 within budget and time. The special events bus road was finished in October 1994.

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PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Gordon Frederick MESSITER
POSITION	Managing Director, Commercial Services Group SES Level 6
PERIOD IN THIS POSITION	1 July 1994 to 28 April 1995
RESULTS	
Group Programs	<p>Provided leadership and strategic focus for the Commercial Services Group (CSG) and undertook high level liaison with central agencies and client organisations.</p> <p>Established a Cleaning Site Inspection Service.</p> <p>CSG undertook a joint project with Treasury on developing new forms of electronic reporting.</p> <p>Investigation of the feasibility of a government-wide E-Mail network.</p> <p>Launched pilot scheme for the Stored Value Card by Quicklink.</p>
Organisational change	<p>Progressed the re-organisation of the Group's structure in accordance with planned strategic directions.</p> <p>Reviewed the Telecommunications Unit's responsibilities. Implemented the restructure of NSW Supply.</p>
Significant Relationships	<p>Developed and continued to maintain effective working relationships with the Minister and key organisations such as central agencies, BT Australasia, National Electronic Interchange Services, Telecom, Optus, State Contracts Control Board, Telecommunications Authority.</p>
Continuous Improvement Programs	<p>TQS programs were implemented throughout the Group. Quality principles were integrated into the business planning process.</p>
Financial	<p>Effectively administered programs in the finance areas to achieve corporate targets.</p> <p>A common chart of accounts for the whole Group (except StateFleet Services and Q Stores) was completed.</p> <p>Better than budgeted net profit was achieved.</p>
Program Objectives	<p>Progressed the Government's telecommunications strategies.</p> <p>The Group managed the cellular contract with Optus.</p> <p>The Strategic Relationship Agreement with Telecom continued to be managed. New system of monthly rebates to agencies from the Strategic Partnership Agreement with Telecom was initiated.</p> <p>Contract management of Government Radio Network with Telecom continued.</p> <p>Jointly developed methodologies and contracts with major users to provide value-added services to Government.</p> <p>Continued implementation of new IT Method contracts with approval achieved for new IT Method contracts.</p> <p>Use of Supplyline increased. Electronic Purchasing Network agreement was signed.</p>
Human Resources	<p>Effectively managed human resource programs.</p> <p>Negotiations commenced on enterprise agreements within two business units of CSG.</p>

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PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Paul LOPERT
POSITION	General Manager, Commercial Services, Commercial Services Group SES Level 5
PERIOD IN THIS POSITION	1 July 1994 to 4 April 1995 as General Manager, Commercial Services, Commercial Services Group. 5 April 1995 to 30 June 1995 as General Manager, Commercial Services, Commercial Business Division.
RESULTS	
Business Planning	Business planning and budgeting processes achieved on schedule. Quarterly review of business plans implemented. A review of the Telecommunication Unit carried out and new direction and focus implemented.
Financial Management and Performance	1994/95 Statement of Financial Performance negotiated with Treasury. Financial results exceeded year to date targets.
Communications	Minister and Managing Director briefed and informed on all required matters. High quality and timely briefings provided. Business Unit Directors' meetings chaired. Participation in corporate strategic planning forums.
Business Development	Agreement finalised between Commercial Services Group and Quicklink for Stored Value Card project. State Rail and State Transit agreement with Quicklink facilitated. CD-Rom procurement database specified and contracted for development. Just-In-Time printing of legislation initiated.
People Management	SES performance management agreements established and six month review completed. TQS and management development implemented. Participation on Commercial Services Group's TQS Council.
Representation	Attendance and participation on Contracting Steering Committee. Successful public speaking engagements on Commercial Services Group experience. Liaison with key contract suppliers and companies in relation to State development opportunities and contract performance.
Specific Project Management	Introduction of whole-of-government changeover of the Austel Numbering Plan. Successful transfer of government cleaning contracts to private sector and the establishment of effective monitoring/audit mechanisms and independent analysis process by the University of Sydney. New contracting and procurement methodologies initiated for Q Stores. Launch of Q Stores catalogue-on-disk.

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PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Alan GRIFFIN
POSITION	Acting Director, Policy SES Level 5
PERIOD IN THE POSITION	1 September 1994 to 4 April 1995 as Director, Asset Management and Construction Policy Division, and from 5 April 1995 to date as acting Director, Policy Division.
RESULTS	
Commercial Practices	Achieved target of operating all activities on commercial basis. Epic program introduced to manage resource allocations. Developed divisional marketing strategy to promote division's products, services and publications.
Client Satisfaction	Database established for government and industry clients to identify and respond to their needs. Managed division's training program for project management, contract administration, quality assurance, total asset management, et al. Promoted risk management and dispute resolution procedures for construction contract claims with associated timely advice and guidance on construction contract related matters.
People Management	Identified development programs for key staff and maintained a performance evaluation system appropriate to the needs of the division. Developed specific communications and team building initiatives.
Policy Development and Implementation	Continued to manage the interface between government and the building and construction industry. Regular contacts with appropriate overseas agencies promoted the internationally competitive New South Wales building and construction industry. Reviewed contractor selection committee procedures.
Public Sector Capital Program Management Reform	Executive support and chairmanship of the Construction Policy Steering Committee. Commissioned industry enterprise focus study to determine the extent of workplace reform, skill enhancement and consultation at an enterprise level.
Industry Reform	Maintained and enhanced the Capital Project Procurement Manual. Tested industrial and workplace reform initiatives on several major redevelopment projects. 15% productivity improvement achieved within the NSW building industry.

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PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Michael HANNON
POSITION	Acting Director, Operations Division SES Level 5
PERIOD IN THE POSITION	1 July 1994 to 31 August 1994 as Director, Asset Management and Construction Policy Division, 1 September 1994 to 4 April 1995 as Director, Operations Division, and from 5 April 1995 as acting Director, Operations Division.
RESULTS	
Quality Service	Identified and implemented strategies to achieve post occupancy satisfaction of 100%.
Quality Management	The divisional system achieved full certification to AS3901 compliance. Sixteen regional and project offices achieved full certification. Total quality management system implemented as part of the quality assurance program.
Organisation	Provision of professional services in partnership with other divisions and establishment of business partnership with government departments and the private sector to extend the range of services to local government.
Marketing	Marketing workshops held for specific departmental projects. Draft regional corporate marketing plan completed. Regular meetings held with clients to ensure full project briefings.
Program Management	Achieved 95% target for client program in cyclic maintenance and minor capital.
Commercial Practice	All targets achieved. Corporate contribution exceeded target with a reduction in overheads and improved staff utilisation.
People Management	An audit of staff skills was undertaken to assist in training and development activities. Local and corporate client service teams with self-directed work teams continue to promote cultural change in the workplace. Improved staff and management communications with extensive briefings conducted throughout the executive and group and regional offices. Site safety improved by OHS&R, risk management and contractor safety training. Staff survey results corroborated management commitment to change management.
Project Delivery	All targets achieved. Issued "Defects Free Policy" on all projects handed over to the clients. Procedure operating to ensure that all projects are inspected.
Government Service	All targets achieved.

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PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Lindsay KELLY
POSITION	Director, Client Service Division, and Government Architect SES Level 5
PERIOD IN THE POSITION	1 July 1994 to 4 April 1995 as Director, Client Service Division, and Government Architect, and from 5 April, 1995 to 30 June 1995 as acting Director, State Projects, and Government Architect.
RESULTS	
Client Service	The Client Service Teams maintained delivery of consistent quality of service to the department's clients.
Government Service	Continued to meet requirements regarding the Government Architect's role on the Heritage Council and the Board of Architects.
People Management	Improved communications and staff development for divisional staff.
Commercial Practice	Corporate contribution exceeded the target.
Program Management	The Heads of Agreement have been developed further to foster the strategic partnerships within the client base.
Project Delivery	98% of projects were completed on time and 98% were completed within budget against a target of 95%.
Initiatives	Development and implementation of new timber use policy on construction projects.
Quality Management	In addition to external certification for model quality system, further external certification achieved as targeted.

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PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Neil TURNER
POSITION	Director, Water Services Policy Division SES Level 5
PERIOD IN THE POSITION	1 July 1994 to 4 April 1995.
RESULTS	
Client Service	<p>Embarked on ongoing total quality customer service program providing quality service improvement skills to staff and enhancing the delivery process.</p> <p>The client service teams for local government developed improved protocols for service delivery to local councils and their communities.</p> <p>Developed three pilot client service plans for local government authorities.</p> <p>Department's strategic business planning guidelines</p>
Government Service	<p>Provided timely, accurate, and pertinent advice to the Minister and Director-General.</p> <p>Achieved program objectives within the period in terms of outputs and expenditure targets.</p>
People Management	Improved staff communications and maintained EEO principles.
Financial and Commercial Practice	Achieved targets for the period.
Corporate Support	<p>Continued to maintain market liaison with identified external organisations.</p> <p>Leadership of Public Works Client Service Team for Local Government and upgraded a client service management plan for local government authorities.</p>
Environmental Management	Pilot design review system formed basis for continued development and implementation of environmental design policies.
Program Performance	All targets achieved for each program during the period.

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PERFORMANCE SUMMARIES SES OFFICERS GRADE 5 AND ABOVE

NAME	Leonard Joseph CONNOR
POSITION	Director, Operations Division SES Level 5
PERIOD IN THE POSITION	1 July 1994 to 31 August 1994
RESULTS	
Quality Service	Maintained very high level of client satisfaction with standard of divisional services.
Quality Management	Commenced program of certification for regional offices following full certification of the division's model system.
Marketing	Commenced drafting regional corporate marketing plan.
Program Management	Achieved target of 95% success rate for client program in cyclic maintenance and minor capital.
Commercial Practice	All targets achieved for the period.
People Management	Skills audit.
Project Delivery	All targets achieved for the period.
Government Service	All targets achieved for the period.

Appendix F

CODE OF CONDUCT AND ETHICS

The public has a right to expect the Department of Public Works and Services to conduct its business with efficiency, impartiality and integrity. This requires that we all perform our duties at a high standard and that there not be, nor seem to be, any conflict between our private interests and our responsibilities to the public.

This Code of Conduct and Ethics has been designed to assist us in the proper performance of our duties and incorporates statutory requirements of the ICAC Act 1988.

The Code is based on the principles that we all should:

- perform our duties professionally, objectively and with integrity;
- efficiently and effectively serve the Government;
- maintain the confidentiality of information received in the course of our duties;
- observe fairness and equity in all our official dealings with the public and with other public sector employees;
- avoid real or apparent conflicts of interest;
- report suspected instances of corrupt conduct; and
- respect the rights of public sector employees under the common law and within the provisions of legislation.

In addition, the Code is based on the principle that all staff must adhere to it and are accountable for the acts and omissions of themselves and of those they may supervise. Managers and Supervisors are responsible for ensuring appropriate practices are in place to support the Code and that it is able to be accessed and understood by all staff. If you are not clear as to what is expected, you should seek clarification from your Manager or Supervisor.

We should all, therefore, be familiar with the contents of this Code and should observe its provisions at all times. In view of the importance of this Code, any departure from the provisions may be grounds for disciplinary action under the Public Sector Management Act 1988.

VALUES UNDERLYING THE CODE

Our Code of Conduct rests upon the assumption of a number of values which require that staff of DPWS behave with:

- integrity;
- honesty;

- loyalty to the public interest and fairness;
- conscientiousness; and
- compassion.

PERFORMANCE OF DUTIES

In accordance with the principle of personal accountability we should, when on duty, give our whole time and attention to ensuring that work is carried out efficiently, economically and effectively.

We must give effect to the policies of the Government and DPWS irrespective of whether we personally endorse these policies. Should a situation arise in which a policy, or the steps contemplated to give effect to it, is so at variance with a person's own views that he or she cannot conscientiously give effect to them, the matter must be immediately brought to the attention of their senior officers and/or Divisional Director with a view to resolving the situation.

When on duty we must refrain from any form of conduct likely to cause unwarranted offence or embarrassment. We shall not make allegations which are unseemly or derogatory or which are intended to vilify, insult or injure the reputation of any other person, to make personal reflections on, or impute improper motives to any other staff member; harass or discriminate against other staff, clients of DPWS or members of the public on the grounds of sex, marital status, pregnancy, age, race, colour, nationality, ethnic or national origin, physical or intellectual impairment, sexual preference or religious or political conviction.

We must conduct our duties in a fair and equitable manner at all times and apply the principles of Equal Employment Opportunity.

LAWFUL ORDERS

We shall not wilfully disobey or disregard any lawful order given by any person having the authority to make or give the order.

Staff who dispute the propriety of any such order may appeal to their Divisional Director against being required to carry out the order; but shall, as far as possible, comply with the order until the appeal is decided.

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CODE OF CONDUCT AND ETHICS

STANDARDS OF HONESTY AND INTEGRITY

We should observe the strictest practices of honesty and integrity, and avoid conduct which could suggest any departure from them. This includes a duty to bring to notice dishonesty, inefficiency, malpractice or suspected corrupt conduct on the part of another staff member.

PRIVATE EMPLOYMENT

We should not engage in private employment without the prior approval of the Director-General. DPWS policy on private employment has been issued as a Departmental Circular.

We should also ensure that there is no conflict or incompatibility between personal interests and the impartial fulfilment of public or professional duty.

We must also not engage in private work with or for any person or body with an interest in a proposed or current contract with DPWS without first making disclosure to the Director-General. In this respect, it does not matter whether advantage is in fact obtained, as any appearance that private dealings could conflict with performance of public duties must be scrupulously avoided.

USE OF OFFICIAL INFORMATION: CONFLICT OF INTEREST

We should always act in the interests of the Crown and the general public interest and not in our own interest or those of any other individual. We should also be able to show that we have done so. In particular, official information must not be used so as to violate any confidentiality or privilege, or to gain improperly any kind of benefit or advantage personally or for any other person.

We should disclose in writing to DPWS any pecuniary or other definite interest held, immediately we become aware that a potential conflict between personal interest and official duty, whether real or apparent, has arisen or is likely to arise.

Those of us who exercise a statutory, regulatory, inspectorial, or other discretionary function in relation to members of the public must make disclosure when dealing with relatives and close friends and, wherever possible, disqualify ourselves from dealing with them. A relative is defined as:

- parent, grandparent, brother, sister, uncle, aunt, nephew, niece, natural or adopted child or grandchild, of the person or the person's spouse or de facto partner; and
- a spouse or de facto partner of the staff member, or of any of the relatives listed above.

POLITICAL PARTICIPATION

Staff of DPWS need to ensure that their participation in political matters does not bring them into conflict with their primary duty as public servants to serve the government of the day in a politically neutral manner. This is important in order to maintain Ministerial and public confidence in the impartiality of the advice given, and actions taken, by public servants.

Determining what is appropriate in any particular case will depend on the extent of the participation of the individual, the nature of the issue, and the position held by the individual.

If a staff member becomes aware that a potential conflict, whether real or apparent, has arisen or is likely to arise, they should immediately inform the Director-General.

If a conflict of interest does arise, the staff member may have to refrain from participating in the political activity or withdraw from areas of his or her duties giving rise to the conflict of interest.

REWARDS AND GRATUITIES

We shall not directly or indirectly (eg through another staff member, a spouse, relative or friend) demand or receive from any person or organisation any present, hospitality, gratuity or remuneration of any kind, in respect of services performed, or to be performed, whether during working hours or not, in connection with our position in DPWS.

The acceptance of gifts or benefits requires selective and sound judgment. They may well be perceived as putting that person in a position in which he/she may, or may appear to be, compromised by their acceptance.

The following DPWS policy applies:

- Gifts of a token nature, or acts of hospitality such as the provision of moderate meals during genuine business meetings, may be accepted. These must be seen to be inconsequential or trivial and where there is any doubt,

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CODE OF CONDUCT AND ETHICS

the officer should seek guidance from their senior officers and/or Divisional Director.

As further guidance, an example of a token gift might be where we receive calendars as part of an industry or community wide mailing which is obviously not targeted specifically at the business of DPWS or the person concerned. On the other hand, leather bound diaries or other obviously expensive items which are likely to have been specifically targeted are without doubt substantial gifts.

- ii) Substantial gifts, offers or suggestions of offers of free travel, substantial hospitality and accommodation must be rejected. In the event of such offers being made, or the suggestion of an offer made, either directly or indirectly, they must be reported at the first opportunity to the Branch Manager and Divisional Director.
- iii) We should avoid situations which may create the appearance that any person or body, through the provision of hospitality or benefits of any kind, is securing or attempting to receive influence or favour.
- iv) We should take all reasonable steps to ensure other staff and relatives (as defined earlier) are not the recipients of benefits which could give the appearance of an indirect attempt to receive influence or favour from DPWS.

Any substantial gift received unexpectedly should be returned with an appropriate letter. The Manager, Corporate Personnel or the Manager, Corporate Relations, can advise on the wording of any response.

INFLUENCE TO SECURE ADVANTAGE

We shall not seek the exercise of improper influence of any person in order to obtain promotion, or other advantage, in relation to our employment or because of our status as employees of the Crown.

DUTY TO REPORT SUSPECTED CORRUPT CONDUCT

Section 11 of the Independent Commission Against Corruption Act 1988 requires the Director-General to report suspected cases of corrupt conduct to the Independent Commission Against Corruption and we should assist the Director-General to fulfil this requirement.

What is "corrupt conduct"?

"Corrupt conduct" includes any dishonest or improper use of position by a public official and specifically includes misuse of information or material

acquired in the course of official duties (even if the information or material is misused when the person is no longer a public official). "Corrupt conduct" also includes conduct by anyone which might lead directly or indirectly to the dishonest or improper use of position by a public official or conduct which involves a breach of public trust, and includes conduct by anyone which might directly or indirectly interfere with the carrying out by a public official of his or her functions.

Further points to note about "corrupt conduct" are:

- "corrupt conduct" includes a conspiracy or an attempt to engage in "corrupt conduct";
- it does not matter that a person or persons who were public official(s) at the time of the "corrupt conduct" are no longer public official(s); and
- it may not matter that the conduct occurs outside New South Wales or Australia.

Conduct is not "corrupt conduct" unless it could be, or involves:

- a criminal offence under New South Wales law or any other law which could apply in the particular circumstances; or
- a disciplinary offence which could lead to disciplinary action under any law including regulations; or
- reasonable grounds to dismiss or terminate the services of a public official.

Regardless of the passage of time or changed circumstances such as resignation, staff and former staff may still be charged with a criminal offence, disciplined or dismissed.

By law all staff must assist the Director-General in meeting the obligation to report suspected corrupt conduct by reporting any matter we suspect on reasonable grounds involves, or may involve, corrupt conduct.

Because reporting suspected corrupt conduct is a statutory responsibility, reports made in good faith are protected from defamation action even if they are proved to be groundless.

Supervisors, Divisional Directors and others who receive complaints of suspected corrupt conduct must maintain the confidentiality of the complainant and the contents of the complaint and take immediate action in informing the Director, Internal Audit, the Manager, Executive Support or the Director-General.

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PROTECTED DISCLOSURES ACT 1994

The Act offers protection for public officials who make disclosures which concern:

- corrupt conduct, as defined in the Independent Commission Against Corruption Act 1988;
- maladministration, defined for the purposes of the Act as conduct which involves action or inaction of a serious nature that is:
 - contrary to law; or
 - unreasonable, unjust, oppressive or improperly discriminatory; or
 - based wholly or partly on improper motives; and
 - serious and substantial waste of public money.

Under the Protected Disclosures Act it is an offence to take detrimental action in reprisal against a person who makes a protected disclosure. Further, the Public Sector Management Act 1988 makes it a breach of discipline to take detrimental action or disciplinary action in such circumstances.

When does protection exist?

A staff member has the full protection of the Act when reporting to a nominated DPWS officer or an "investigating authority" defined as the Independent Commission Against Corruption, the NSW Ombudsman or the Auditor-General.

A staff member is also protected under the Act when making a disclosure to a member of Parliament or to a journalist subject to specific circumstances having been met ie:

1. Substantially the same disclosures must have already been made to a nominated DPWS officer or to one of the investigating authorities set out above.
2. The investigating authority or DPWS must have:
 - decided not to investigate the matter; or
 - decided to investigate the matter but not completed the investigation within 6 months of the original disclosure being made; or
 - investigated the matter but not recommended the taking of any action in respect of the matter; or
 - failed to notify the person making the disclosure, within 6 months of the disclosure being made, of whether or not the matter is to be investigated.

In addition, a staff member making a disclosure to a member of Parliament or to a journalist "must have reasonable grounds for believing that the disclosure is substantially true" and "the disclosure must be substantially true", otherwise the disclosure may not be subject to protection under the Act.

Forms of disclosure not protected

Protection is not available for disclosures which are:

- frivolous or vexatious;
- primarily question the merits of government policy; or
- made in an attempt to avoid dismissal or disciplinary action.

It is an offence to wilfully make a false or misleading statement when making a disclosure.

What protection is available?

The Protected Disclosures Act makes it a criminal offence to take "detrimental action" in reprisal against a person who makes a protected disclosure. Detrimental action means action causing, comprising or involving any of the following:

- injury, damage or loss;
- intimidation or harassment;
- discrimination, disadvantage or adverse treatment in relation to employment;
- dismissal from, or prejudice in, employment;
- disciplinary proceedings.

The Protected Disclosures Act also protects a person against liability for action which may otherwise be available against the person making the disclosure eg defamation, breach of secrecy or confidentiality.

REPORTING CORRUPT CONDUCT AND MATTERS COVERED BY THE PROTECTED DISCLOSURES ACT

The Director, Internal Audit and the Manager, Executive Support are the DPWS officers to whom reports should be made.

If this is not considered appropriate the matter should be reported to the Director-General of DPWS or to an investigating authority, ie the Independent Commission Against Corruption, the Auditor-General or the Ombudsman, as appropriate.

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We should report matters as quickly as possible, in writing. As well, in order to assist the investigation, reports should not be anonymous. Whilst anonymous complaints will be treated with all seriousness, anonymity hinders full pursuit of the matter.

We must report any matter we suspect on reasonable grounds involves, or may involve, corrupt or other incorrect conduct through the appropriate channels in spite of any duty of secrecy or other restrictions on discourse.

In respect of each internal report, the Director-General will ensure the complainant is informed of the outcome of the investigation.

PUBLIC COMMENT AND DISCLOSURE OF OFFICIAL INFORMATION

Other than where authorised in the course of duty or when called to give evidence in court, we should not comment on matters relating to official business or government policies. This is particularly so where:

- i) a new Government policy is proposed or a policy is under Government review;
- ii) a comment is made as a public servant rather than as a private citizen;
- iii) it might be inferred that a comment made is made by a person purporting to have specialised direct or official knowledge or authority in relation to the matter which is the subject of the comment.

We are, however, not prohibited from commenting on information which is either the subject of public knowledge or would be given to any member of the public seeking disclosure of that information.

USE OF DEPARTMENTAL FACILITIES AND EQUIPMENT

We should all ensure that resources, funds, staff or equipment entrusted to us are used effectively and economically in the course of our duties.

Unless permission has been granted by a duly authorised person or in accordance with stated policy, we must not use the services of other officers and employees or official facilities or equipment for private purposes.

Arrangements for the private use of equipment and facilities such as facsimile machines, photocopiers and long distance phone calls with associated staff charges are covered by Circular 1993/385.

PERSONAL BEHAVIOUR

We should refrain from any form of conduct, in relation to other staff or the public, likely to cause the Crown, DPWS or any person offence or embarrassment. We are required to notify the Director-General if we become bankrupt or are charged or convicted of a serious offence. A serious offence is where the Courts can impose a custodial sentence of 12 months or more.

CONDUCT ON RESIGNATION OR RETIREMENTS

Upon retirement or resignation we all have an ethical and moral obligation not to misuse information or material gained in the course of our employment or to otherwise engage in activities detrimental to the standing of the public sector, DPWS or, importantly, our fellow staff members. In some circumstances it may be necessary to obtain approval to use information from DPWS.

FURTHER INFORMATION

This Code is not designed or intended to unnecessarily restrict private activities. It does however, include lawful requirements applicable in NSW. It is also a framework which reinforces and provides for professional and personal integrity. If you require further advice or information concerning this Code of Conduct you should contact the Manager, Corporate Personnel on telephone (02) 372-7112.

Advice on the application of the Protected Disclosures Act is available from appropriate DPWS officers, especially the Director, Internal Audit and the Manager, Executive Support. The NSW Ombudsman, telephone (02) 286 1000 or (008) 451 524 will advise if required.

The Independent Commission Against Corruption has issued detailed "Guidelines for Reporting by Public Authorities of Possible Corrupt Conduct to the Commission." This document is available from Branch Managers, the Manager, Corporate Personnel and the Manager, Legal Services.

R D CHRISTIE
Director-General
Amended July 1995

Appendix G

GUARANTEE OF SERVICE

The Department of Public Works and Service's primary focus is to provide leadership and help to other departments and agencies to assist them in delivering better services to the wider community. The Department is:

- the Government's impartial adviser, especially in providing a client service on key resource issues such as a sensible Total Asset Management approach to clients' assets;
- a pacesetter in establishing a whole-of-Government approach - in the application of information technology and telecommunications; in procurement and supply of a wide range of goods and services; in the strategic management and disposal of government property assets; and building and construction industry policy;
- a pacesetter in environmentally sensitive design.

Public Works and Services aims to achieve a prominent position as the consultant of choice, through differentiation, recognised innovation and service excellence.

Our Guarantee of Service is to provide our clients with quality, accessible advice, information and services in an equitable, timely, professional and courteous manner. In particular:

- all staff take responsibility for ensuring a high level of client satisfaction;
- we strive for best practice in meeting and exceeding clients' expectations and needs;
- we maintain highest quality standards in all our operations;
- we listen to clients and understand their needs;
- we work with our clients in responding to and fulfilling their needs;
- we work with our suppliers to ensure our clients benefit from the use of best practices at all times;
- we are professional in all that we do;
- we strive for value for money for our clients;
- we encourage innovation, both in providing our clients with solutions, and internally in reforming operations;
- we encourage efficiency and effectiveness in all our operations;
- we deal fairly with both clients and suppliers;
- we deliver our project services in a timely and cost effective manner;
- we regularly monitor client satisfaction with our services and ensure all steps are taken to improve satisfaction.

The standards of service outlined overleaf help ensure that these guarantees are achieved.

STANDARDS OF SERVICE

Public Works and Services is committed to providing its clients, including the communities they represent, with quality services, delivered in a reliable and responsible fashion. Our clients are our top priority in all that we do. Our organisation is based around a client focused structure encompassing Client Service Teams and Client Managers for each major client.

OUR CLIENTS

Our Clients include:

- the NSW Government
- NSW Government Agencies
- NSW Authorities
- NSW Local Government
- Federal Government Agencies and Authorities
- Interstate Governments
- Overseas Governments
- NSW businesses requiring our assistance and expertise on interstate and overseas projects
- many non-profit Government funded organisations including:
 - Schools
 - Hospitals
 - Universities and Colleges
 - Church Groups and Societies.

ACCESS

The first thing clients notice is how easy it is to access our services. Our head office is located near Sydney Central Railway in the centre of Sydney and is supported by seven regional offices throughout the State. Commercial Business Units are strategically located in the Sydney and Parramatta CBDs and metropolitan Sydney. Wherever our clients are, we are on hand to help. In addition:

- newsletters and service information brochures are readily available containing information on the services that we provide and how they can be accessed;
- we realise that it is important for clients to reach the appropriate person within the Department of Public Works and Services for expert advice or assistance swiftly and easily. All our staff have access to an "Internal Directory of Services" to assist them in helping clients reach the most appropriate person;
- we provide equal access to our services without discrimination;
- telephone calls to our main switchboards are answered on average in less than 15 seconds.

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GUARANTEE OF SERVICE

QUALITY

Clients' dealings with the Department of Public Works and Services will meet the highest possible standards. This is assured through:

- the introduction of Quality Assurance systems meeting the AS/NZS ISO 9001:94 Standard throughout the organisation, covering both our internal procedures and our dealings with third parties;
- our contractors and consultants are required to follow equally stringent Quality Assurance procedures to ensure, as far as possible, the client's needs are protected.

COMMUNICATIONS

We believe that open and frequent communications are essential to understanding and fulfilling clients' needs and expectations. We want to know what is important to clients, and how we can improve our range and delivery of services. The following steps have been initiated to improve communications at every level:

- we contact clients at regular intervals to ensure that they are happy with our service to date and to listen to suggestions;
- Client Service Teams and Client Managers are established for each client. In this way, clients have access to someone who has an in-depth knowledge of their business and individual requirements at all times;
- we have established a Client Advisory Board, comprising the Chief Executive Officers of all major clients, to provide clients the opportunity to be involved in the future strategies, priorities and direction of DPWS.

Several other client service mechanisms allow easy access to DPWS management, such as the use of Steering Committees on all major projects.

RESOLUTION OF PROBLEMS

We understand that the swift resolution of problems is essential for a harmonious relationship.

We have introduced formal procedures for dealing with complaints - procedures that make it easier for our clients to be totally frank with us and that allow us to respond swiftly and effectively while continuously improving our services. A DPWS staff member is appointed to each client to act as first port of call for concerns. If a client's concern is not resolved swiftly it will be passed on to an appropriate Director who will attend to the matter personally.

All complaints will be responded to promptly and at the outside within a week.

Where we are assisting a client to negotiate with a third party, we keep the client informed of progress at all times.

INTEGRITY

We are honest and have integrity in all our dealings. This involves:

- respecting clients' privacy and confidentiality of any sensitive dealings;
- being fair and honest with our suppliers and clients;
- adhering to standards of conduct and ethics which maintain public confidence and trust in us.

COMPETENCE

We are professional in all that we do. We encourage professionalism and the highest level of competence through:

- ensuring that staff are appropriately trained and qualified to deliver top quality services;
- encouraging staff to undertake training in multiple disciplines, both to fulfil their individual potentials and to improve the quality of services offered;
- including staff development and training as an essential component of our staff performance planning and review system.

RELIABILITY

We strive to be reliable in all our dealings. This entails being consistent with our responses and doing what we say we will do. In the delivery of project services this translates into the following service standards:

- project services will be delivered in a timely fashion - with a minimum of 95 per cent of projects delivered on time;
- project services will be delivered in a cost effective manner - with a minimum of 95 per cent of projects delivered on budget.

RESPONSIVENESS

We aim to be responsive to clients' needs and desires. Responsiveness is enhanced by:

- responding promptly to correspondence, and providing information that is accurate and up-to-date.

COURTESY

Our staff are polite and considerate at all times. Staff members are accountable for their dealings with clients and treat all clients with equal respect. A contact name and telephone number is provided in all correspondence and telephone enquiries.

Appendix H

HEALTH FACILITIES - PROJECTS MANAGED BY DPWS

Project	Sketch Plan	Working Drawing	Construction	Value \$M
Works in Progress				
Auburn Operating Suites	●	●	●	4.8
Bankstown - Lidcombe Redvelop.	●	●	●	76.8
Blacktown Hospital- Air Cond.	●	●	●	0.7
Blue Mountains Anzac Mem. Paed.	●	●	●	0.9
Bowral Dist. Hospital Emergency	●	●	●	2.2
Byron Bay Hosp. Redevelopment	●	●	●	2.5
Concord Hospital Boilers	●	●	●	2.0
Concord Refurbishment	●	●	●	2.7
Cumberland Hospital Redevelopment	●	●	●	31.3
Grafton Day Surgery Unit	●	●	●	1.9
Hornsby Kuringai Angiography Suite	●	●	●	0.9
Kempsey Hospital Redevelopment	●	●	●	1.3
Lismore Phase 4	●	●	●	4.1
Lottie Stewart Huntington's Unit/Admin.	●	●	●	2.5
Maitland Redevelopment Stage I	●	●	●	27.7
Nepean Hospital Develop/Refurbish	●	●	●	88.0
Orange Base Hosp.Theatre	●	●	●	2.3
RPA Centenary	●	●	●	11.0
RPA Secure Unit	●	●	●	4.8
Sydney /Sydney Eye	●	●	●	30.9
Walgett Hospital -Redevelop.	●	●	●	8.1
New Works				
Armidale Hospital- Emergency	●	●	-	1.4
Ballina Hospital- Redevelopment	●	●	-	3.8
Forster Community Health	●	●	-	1.3
Illawarra Hospital- Redevelopment	●	●	-	45.0
Maclean Hospital	●	●	-	0.5
Richmond -Defence Medical Cnt.	●	●	-	8.0
Shoalhaven Hospital Redvelop.	-	-	-	7.7
Wentworth Area 4 Comm H Cnts	●	-	-	8.0
Westmead Carpark	●	●	●	3.2
Westmead Medical Centre	●	●	●	8.5
Westmead NETS	●	-	-	3.4

Appendix I

HEALTH FACILITIES ELECTRO-MEDICAL

Hospital	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June \$'000
Blacktown	Mammography Unit	Completed Aug 94	183	183	183
Blue Mountains	Ultrasound Unit	Completed July 94	165	135	165
	Mobile Image Intensifier	Completed July 94	135	135	135
Bankstown/Lidcombe	Mammography Units	Completed Nov 94	148	148	148
Cancer Council	Mammography System	Ongoing-Complete July 95	129	129	129
Campbelltown	Mobile Image Intensifier	Completed Feb 95	181	181	181
Coffs Harbour	General Purpose Room	Completed July 94	155	25	155
Concord	General Purpose X-Ray Room	Completed Mar 95	185	145	145
	Mammography Unit	Completed Jan 95	145	143	143
	Mobile Image Intensifier	Completed May 95	190	187	187
Central West Breast Screening Service	Mammography Systems	Ongoing-Complete Sept 95	584	572	572
Dubbo	Mobile Image Intensifier	Completed Feb 95	179	176	176
Fairfield	Ultrasound Unit	Completed July 95	199	196	196
Hornsby & Ku-ringai	Special Procedures X-Ray Room	Completed Dec 94	900	270	900
Kempsey	General Purpose X-Ray Room	Ongoing-Complete Oct 95	160	123	123
Kurri Kurri	X-Ray Screening Room	Completed May 95	256	246	246
Liverpool	Radiotherapy Equipment	Completed April 95	3567	410	3510
	Cardiac - Catheterisation LAB	Completed Dec 94	1320	120	1320
	Orthovoltage Unit	Completed May 95	298	238	238
	Radiotherapy Planning Computer	Completed Mar 95	561	530	530
	Mould Room Equipment	Completed June 95	186	177	177
	Physics Test Equipment	Completed Dec 94	183	180	180
	Ultrasound Unit	Completed June 95	341	329	329
	Gamma Camera	Ongoing-Complete Jan 96	490	0	0
Nepean	Mobile Image Intensifier	Completed Jan 95	337	1	331
	Ultrasound Unit	Completed Aug 94	363	10	360
	Patient Monitoring Equipment	Completed June 95	926	179	869

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HEALTH FACILITIES ELECTRO-MEDICAL

Hospital	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June \$'000
Nepean	Film Processing Equipment	Completed Aug 94	458	98	458
	Angiographic Equipment	Completed Feb 95	1514	143	1413
	Mammography Equipment	Completed Aug 94	194	34	194
	Mobile X-Ray Equipment	Completed Sep 94	180	10	180
	Ambulatory Monitoring	Completed April 95	112	90	90
	Cardiac Catheterisation	Completed June 95	282	275	275
	Laboratory Monitoring	Completed June 95	135	114	114
	Cardiac Defib/Monitors				
	EEG/EMG Equipment	Ongoing-Complete Dec 95	216	0	0
	Theatre Monitoring Equipment	Completed Jan 95	159	156	156
Newcastle Mater	General Purpose X-Ray Rms	Completed Nov 94	270	66	266
	Radiotherapy Simulator	Ongoing-Complete July 95	826	594	594
Prince Henry	Mobile X-Ray Units	Completed Dec 94	192	190	190
Prince of Wales	Linear Accelerator	Completed Nov 94	1516	643	1493
	Orthovoltage Unit	Completed Jan 95	292	292	292
	Daylight Film Processing System	Ongoing-Complete Mar 96	148	0	0
	General Purpose X-Ray Room	Ongoing-Complete Oct 95	165	131	131
	Radiotherapy Simulator	Ongoing-Complete Sept 95	739	672	672
Royal Alexandria for Children at Westmead	Medical Imaging and PACS	Ongoing-Complete Sept 95	24490	2544	17744
	Patient Monitoring	Ongoing-Complete Oct 95	2022	1539	1539
	Pathology Equipment	Ongoing-Complete Aug 95	1251	0	0
	Clinical Information System	Ongoing-Complete Oct 95	2800	2329	2329
	Radiology Information System	Completed May 95	765	426	426
Royal Hospital for Women	Anaesthetic Monitors	Ongoing-Complete Sept 95	224	0	0
Royal North Shore	Cardiac Catheterisation Laboratory	Ongoing-Complete Feb 96	922	800	800
Royal Prince Alfred	Angiography Room	Completed Oct 94	1310	210	1310
	Special Procedures X-Ray Room	Completed Mar 95	856	222	852
	Cardiac EPS LAB	Completed Mar 95	653	637	637
Royal Prince Alfred	CT Scanner	Ongoing-Complete Jan 96	925	903	903
Shoalhaven	General Purpose X-Ray Room	Ongoing-Complete July 95	158	123	123

Appendix I

HEALTH FACILITIES ELECTRO-MEDICAL

Hospital	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June \$'000
Silverwater Prison	General Purpose X-Ray Room	Ongoing-Complete Dec 95	132	106	106
St. George	Ultrasound Unit	Completed May 95	279	256	256
	General Purpose X-Ray Room	Ongoing-Complete Oct 95	187	109	109
	Mammography System	Completed May 95	115	103	103
South/Sydney/ Illawarra Breast Screening Program	Mammography System	Ongoing-Complete Aug 95	124	95	95
Sydney Hospital	Daylight Film Processing System	Ongoing-Complete Aug 95	114	0	0
	General Purpose X-Ray Room	Ongoing-Complete Aug 95	147	115	115
	Mobile X-Ray Units	Ongoing-Complete Aug 95	114	88	88
	X-Ray Screening Room	Ongoing-Complete Aug 95	370	293	293
Tweed Heads	Mobile Image Intensifier	Completed Nov 94	110	106	106
University of Newcastle	Mobile Image Intensifier	Completed Nov 94	104	99	99
Westmead	Angiographic Equipment	Completed Sept 94	1074	254	1074
	PACS Workstation	Ongoing-Complete July 95	254	7	247
	Ultrasound Unit	Completed Aug 94	171	7	167
	Gamma Camera	Completed May 95	770	765	765
	Laser Camera System	Ongoing-Complete Aug 95	250	198	198
	Image Plate System	Ongoing-Complete Aug 95	510	407	407
	Patient Monitoring Equipment	Completed June 95	178	170	170
Wooden Valley (ACT)	Two Cardiac Ultrasound Units	Completed Feb 95	326	317	317
Western Sydney Breast Screening Centre	Mammographic System	Ongoing-Complete June 96	183	120	120
Western Breast Screening Centre	Mammography Van	Ongoing-Complete June 96	162	0	0

Appendix J

SCHOOL EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Aberdeen PS - kit classrooms for demountables	Completed Aug 94	0.34	0.06	0.34
Albion Park South (Mt Terry) PS - New School	Completed Jan 95	3.64	2.60	3.53
Alstonville HS - Stage 2	Completed Nov 94	0.97	0.42	0.89
Alstonville PS - kit classrooms for demountables	Completed Jul 94	0.30	0.02	0.30
Anna Bay Public School - CDR kit classrooms	Completed May 95	0.46	0.43	0.43
Appin PS - kit classrooms for demountables	Completed Jul 94	0.21	0.01	0.21
Auburn PS - Upgrade	Predicted completion Jul 96	2.44	0.38	0.43
Balgowlah Heights PS -Upgrade	Completed Aug 94	0.66	0.09	0.66
Bankstown GHS - Major Upgrade	Predicted completion Jul 95	3.03	2.21	2.81
Bankstown Senior College	Predicted completion Jun 97	2.45	0.09	0.09
Banora Point PS - kit classrooms	Completed Feb 95	0.18	0.17	0.17
Bargo PS - kit classrooms	Predicted completion Aug 95	0.19	0.10	0.10
Barnsley PS - New School	Completed Jan 95	3.00	2.16	3.00
Barrenjoey HS - Gymnasium	Completed Jan 95	0.97	0.93	0.97
Bellbird PS - kit classrooms	Predicted completion Jul 95	0.21	0.15	0.15
Bellingen PS - kit classrooms	Completed Mar 95	0.18	0.17	0.17
Belmont PS - CDR Library	Predicted completion Jul 95	0.27	0.23	0.24
Ben Venue PS - Stage 1	Predicted completion Aug 96	2.35	0.05	0.06
Berinba PS - Upgrade	Predicted completion Aug 95	1.76	1.06	1.16
Berinba PS - CDR kit classrooms	Predicted completion Jul 95	0.57	0.39	0.39
Berridale PS - kit classroom for demountables	Completed Jan 95	0.21	0.18	0.20
Beverley Hills North PS -Upgrade	Predicted completion May 96	2.62	0.12	0.13
Bilambil PS - CDR kit classrooms	Completed Jun 95	0.42	0.26	0.26
Bligh Park PS - New School No.2 Stage 1	Predicted completion Sep 95	2.12	0.89	0.93
Boambee PS - kit classrooms	Completed Jul 94	0.24	0.01	0.23

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SCHOOL EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Booragul - kit classrooms	Predicted completion Jul 95	0.41	0.28	0.28
Broulee PS - New School	Completed Jan 95	2.03	1.68	1.95
Broulee PS - Stage 2	Completed May 95	0.74	0.70	0.70
Bradfield Senior HS - Refurbishment	Completed May 95	1.60	1.17	1.20
Bundanoon PS - kit classrooms for demountables	Completed Jan 95	0.31	0.17	0.31
Bundeena PS - kit classrooms	Completed Jun 95	0.22	0.20	0.20
Burringbar PS - kit classrooms	Completed Sep 94	0.24	0.13	0.23
Campbelltown HS - Consolidation	Predicted completion Sep 96	4.07	0.78	0.91
Campsie PS Stage 1 - Upgrade	Predicted completion Feb 96	1.58	0.10	0.10
Castle Hill PS - New School	Predicted completion Jan 97	4.63	0.15	0.37
Castlereagh PS - kit classrooms for demountables	Completed Jul 94	0.16	0	0.16
Cattai PS - kit classrooms for demountables	Completed Aug 94	0.18	0	0.18
Cecil Hills HS - New School	Predicted completion Dec 95	6.64	1.86	2.03
Centaur (Banora Point West) PS - New School	Completed Sep 94	3.27	0.76	3.17
Cessnock East PS - Upgrade	Predicted completion Sep 95	1.68	0.69	0.75
Cessnock PS - CDR Library	Predicted completion Sep 95	0.42	0.14	0.15
Clunes PS - New School	Completed Mar 95	2.46	2.35	2.46
Coal Point PS - CDR Administration	Predicted completion Jul 95	0.41	0.23	0.23
Cobbity PS - Stage 2	Completed Sep 94	0.69	0.02	0.68
Coffs Harbour - Senior College	Completed Dec 94	7.55	0.02	7.49
Comleroy Road - PS New School	Completed Jan 95	2.34	0.38	2.34
Como West PS - Replacement School	Completed Mar 95	2.67	2.55	2.64
Condell Park PS - CDR Administration	Predicted completion Jul 95	0.42	0.28	0.29
Coutts Crossing PS - kit classrooms	Completed Mar 95	0.17	0.16	0.16
Cowra HS - MPC	Predicted completion Dec 95	1.34	0.10	0.10

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SCHOOL EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Crescent Head PS - kit classrooms for demountables	Completed Jul 94	0.17	0	0.17
Crescent Head PS - kit classrooms	Completed Mar 95	0.22	0.21	0.21
Delegate PS - CDR classrooms	Predicted completion Aug 95	0.48	0.25	0.25
Deniliquin South PS - CDR Administration	Completed June 95	0.38	0.31	0.31
Dubbo PS - New School Stage 1	Predicted completion Mar 96	4.40	0.85	1.02
Dubbo PS - Stage 2	Predicted completion Mar 96	2.15	0.41	0.46
Duri PS - CDR kit classrooms	Completed Mar 95	0.24	0.20	0.20
East Hills GHS - Roof Repairs	Completed Sep 94	0.89	0.85	0.85
Eastwood PS - Upgrade	Predicted completion Oct 95	1.89	1.06	1.14
Eden HS - Multi Purpose Centre, classrooms	Completed Jan 95	2.18	1.22	2.09
Elizabeth Macarthur HS -Additions	Predicted completion Jul 96	1.67	0.12	0.12
Epping BHS - Upgrade	Predicted completion Dec 95	3.56	2.57	2.85
Exeter PS - kit classrooms	Predicted completion Jul 95	0.20	0.13	0.13
Fairfield PS -Replacement School Stage 1	Predicted completion Jan 96	3.21	0.80	1.16
Farrer AHS -Stage 2	Predicted completion Dec 96	4.53	0.80	0.80
Gateshead HS - Statewide Upgrade	Completed Jul 94	0.32	0.08	0.32
Glendenning PS - New School	Completed Sep 94	3.24	0.75	3.19
Glenmore Park PS - New School	Predicted completion Nov 96	2.82	0.04	0.11
Glenreagh PS - kit classrooms	Completed Mar 95	0.17	0.17	0.17
Glenwood (Parklea) PS - New School Stage 1	Predicted completion Sep 95	2.35	1.43	1.56
Hallidays Point PS - New School	Predicted completion Dec 95	1.36	0.17	0.20
Hannans Road PS - Upgrade	Completed Oct 94	0.67	0.33	0.67
Henry Lawson HS - Upgrade	Completed Mar 95	0.92	0.84	0.91
Hinchinbrook PS - New School	Completed May 95	2.55	2.40	2.51
Ingleburn PS - Upgrade	Completed Dec 94	1.51	1.06	1.48

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SCHOOL EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Ingleburn HS - Upgrade Stage 1	Predicted completion Mar 96	2.25	0.40	0.41
Inverell PS - Upgrade	Predicted completion Jan 96	1.58	0.37	0.43
James Ruse AHS - Stage 1 Consolidation	Predicted completion Dec 96	2.29	0.13	0.13
Kangaroo Valley PS - CDR kit classrooms	Predicted completion Aug 95	0.23	0.15	0.15
Kariong PS CDR - kit classrooms	Predicted completion Sep 95	0.53	0.34	0.34
Katoomba HS - Special Education Unit	Predicted completion Sep 95	1.08	0.60	0.62
Kellyville PS - Additions	Predicted completion May 97	2.04	0.12	0.12
Kempsey East PS - CDR Library	Predicted completion Jul 95	0.29	0.23	0.23
Kingscliff HS - Additions	Predicted completion Oct 95	3.06	0.51	0.52
Kororo PS kit - classrooms	Completed Aug 94	0.26	0	0.24
Kurnell PS - Upgrade	Completed Oct 94	1.47	0.32	1.45
Kurrambee SSP - Upgrade	Predicted completion Aug 96	1.95	0.14	0.19
Lake Munmorah PS - Follow on Work	Completed Jul 94	0.43	0	0.43
Larnook PS - kit classrooms	Completed Apr 95	0.22	0.21	0.21
Lennox Head PS - CDR Library	Completed Jun 95	0.40	0.36	0.37
Leura PS - Hall	Completed Aug 94	0.63	0.05	0.62
Lithgow HS - Redevelopment	Completed Jul 94	3.16	0.01	3.14
Lithgow HS - Stage 2	Completed Jul 94	0.84	0	0.72
Lockhart CS - Upgrade	Predicted completion Aug 96	1.64	0.08	0.09
Mackellar GHS - Multi Purpose Centre	Completed Jun 95	1.41	1.09	1.41
Macksville HS - Upgrade	Predicted completion Sep 96	2.61	0.10	0.11
Maclean HS - Stage 2	Predicted completion Nov 95	1.66	0.70	0.78
Martins Gully PS - CDR kit classrooms	Completed Jun 95	0.42	0.31	0.32
Medowie PS - Upgrade	Predicted completion Aug 95	1.64	1.17	1.25
Middleton PS - kit classrooms	Completed Apr 95	0.19	0.19	0.19

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SCHOOL EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Molong CS - Upgrade	Completed Dec 94	3.66	0.48	3.65
Moruya HS - Multi Purpose Centre	Completed Nov 94	1.18	0.54	1.18
Mudgee HS - Upgrade	Predicted completion Apr 96	3.77	1.19	1.31
Murwillumbah East PS - kit classrooms	Completed Feb 95	0.35	0.34	0.34
Murwillumbah West (Wollumbin) HS - New School	Completed Jan 95	9.05	3.15	8.57
Nambucca Heads PS - kit classrooms	Completed Mar 95	0.20	0.19	0.19
Nana Glen PS - kit classrooms	Completed Mar 95	0.18	0.17	0.17
Narara Valley HS - New School	Completed Nov 94	8.41	4.17	8.37
Narellan PS - kit classrooms	Completed May 95	0.24	0.24	0.24
Nemingha PS - New School	Completed Jan 95	2.42	1.77	2.42
Neutral Bay PS - Hall	Completed Aug 94	0.70	0.06	0.68
Nimbin CS - Replacement School	Predicted completion Oct 95	3.24	1.18	1.28
Nowra North West PS - New School	Predicted completion Dec 96	3.18	0.09	0.09
Nulkaba PS - kit classrooms	Predicted completion Aug 95	0.58	0.25	0.25
Oakdale PS - Stage 2	Completed Jul 94	0.66	0.01	0.56
Oakville PS - Stage 2	Predicted completion Sep 95	2.39	1.93	2.21
Orange HS - Stage 1	Predicted completion Mar 96	2.11	0.08	0.08
OTEN Strathfield - New Offices	Predicted completion Aug 95	1.12	0.50	0.50
Ourimbah PS - CDR classrooms	Predicted completion Jul 95	0.68	0.48	0.49
Parkes PS - CDR Library	Completed May 95	0.38	0.32	0.33
Penshurst GHS - Refurbishment Phase 2	Completed Jan 95	0.49	0.47	0.47
Picton PS - CDR Library	Completed May 95	0.30	0.25	0.26
Pitt Town PS - kit classrooms	Predicted completion Jul 95	0.20	0.12	0.12
Plattsburg PS - Upgrade	Predicted completion Sep 95	1.42	0.69	0.76
Portland CS - Upgrade	Predicted completion Aug 95	2.64	1.01	2.59

Appendix J

SCHOOL EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Pottsville PS - New School Stage 1	Predicted completion Oct 96	2.16	0.09	0.13
Pottsville PS - Stage 2	Predicted completion Oct 96	0.92	0.02	0.03
Prestons PS - Upgrade	Completed May 95	1.70	1.26	1.63
Quakers Hill HS - Stage 2	Completed Jun 95	3.33	2.07	3.19
Quirindi PS - Upgrade	Predicted completion Sep 96	1.69	0.11	0.11
Rathmines PS - New School	Predicted completion Nov 95	2.56	1.10	1.16
Regentville PS - New School	Completed Jul 94	2.99	2.99	2.99
Repton PS - kit classrooms	Completed Jul 94	0.19	0.01	0.18
Ross Hill PS - Upgrade	Predicted completion Jan 96	1.99	0.36	0.41
Salt Ash PS - kit classrooms	Completed May 95	0.20	0.20	0.20
Singleton HS - Upgrade	Completed Apr 95	2.66	1.82	2.59
Southern Cross HS - New School	Completed Jan 95	9.42	5.79	7.72
Springwood PS - kit classrooms	Predicted completion Aug 95	0.22	0.05	0.05
St Helens Park PS - Stage 2	Completed Jul 94	0.82	0.03	0.81
Strathfield South PS - Stage 1 Upgrade	Predicted completion Jul 95	1.39	1.30	1.39
Strathfield South PS - Stage 2 Upgrade	Predicted completion Sep 96	1.67	0.07	0.08
Swansea PS CDR - Admin	Completed Jun 95	0.38	0.27	0.28
Sydney GHS - Stage 1 New Buildings	Predicted completion Jun 96	2.52	0.16	0.16
Tacking Point PS - New School	Predicted completion Jun 96	2.99	0.11	0.13
Tacoma PS - kit classrooms for demountables	Completed Jul 94	0.21	0	0.21
Tanilba Bay PS - Additions	Completed Sep 94	1.05	0.22	1.03
Tathra PS - Upgrade	Predicted completion Jul 96	2.16	0.18	0.19
Temora HS - Upgrade	Predicted completion Sep 96	1.91	0.12	0.12
Terranora PS - kit classrooms	Completed Sep 94	0.27	0.17	0.27
The Oaks PS - Stage 2	Completed Oct 94	1.02	0.67	1.01

Appendix J

SCHOOL EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Thurgoona PS - Upgrade	Predicted completion Aug 96	1.16	0.11	0.11
Tomerong PS CDR - kit classrooms	Predicted completion Aug 95	0.43	0.32	0.32
Tottenham PS - CDR kit Library	Completed Mar 95	0.30	0.27	0.28
Tumbi Umbi HS - New School	Predicted completion Jan 97	6.09	0.30	0.32
Villawood PS - CDR Administration	Predicted completion Sep 95	0.49	0.22	0.23
Villawood East PS - Upgrade	Predicted completion Mar 96	2.18	0.11	0.13
Vincent Road PS - New School	Predicted completion Jul 96	2.40	0.03	0.09
Vincentia HS - New School Stage 2	Completed Aug 94	4.77	0.04	4.67
Wagga Wagga THS - Upgrade Stage 1	Predicted completion Feb 96	3.65	0.53	0.67
Wagga Wagga THS - Upgrade Stage 2	Predicted completion Jan 97	1.83	0.09	0.09
Wallerawang PS - Relocate New School	Completed May 95	3.40	2.20	3.26
Westfields SHS - Stage 1 Upgrade	Predicted completion Oct 96	1.72	0.08	0.08
Wilberforce PS - New School	Completed Dec 94	2.38	0.50	2.36
Wollongbar PS - New School Stage 1	Completed Jan 95	2.10	1.39	1.99
Wollongbar PS - Stage 2	Completed Jan 95	0.92	0.85	0.88
Wongarbon PS - kit classrooms for demountables	Completed Jul 94	0.16	0	0.16

Appendix K

TERTIARY EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Albury TAFE College Stage 4	Completed Dec 94	3.48	1.67	3.41
Armidale TAFE College Trades Workshop	Completed Jul 94	1.83	0.14	1.77
Blacktown TAFE College Open Learning Centre	Completed Apr 95	0.11	0.09	0.11
Blue Mountains TAFE College Stage 1	Predicted completion Nov 95	9.23	5.42	5.94
Bradfield College of TAFE Refurbishment	Completed Mar 95	2.51	1.42	2.51
Campbelltown TAFE College Stage 6	Completed Apr 95	5.42	2.32	5.28
Central Coast TAFE College Carpentry & Joinery Hairdressing	Currently in investigation phase	3.09 (budget paper)	nil	nil
Chullora TAFE College Trades Workshop	Completed Dec 94	2.90	1.44	2.90
Coffs Harbour Education Campus : TAFE	Completed Dec 94	9.68	2.82	8.50
Coffs Harbour Education Campus-Stage 2	Currently in investigation phase	6.66	0.03	0.03
Dubbo TAFE College Rural Skills Centre	Completed Dec 94	1.53	0.86	0.98
Enmore TAFE College Stage 2	Currently in investigation phase	7.14	0.02	0.04
Gosford TAFE College Refurbishment	Predicted completion Aug 96	1.22	0.08	0.09
Granville TAFE College Hairdressing	Predicted completion Jun 97	3.49	0.02	0.02
GyMEA TAFE College Plumbing Refurbishment	Predicted completion Aug 97	3.54	0.07	0.09
HIT - Glendale TAFE College Stage 2	Predicted completion Mar 96	7.95	3.81	4.00
HIT - Hunter St Arts & Design Faculty	Predicted completion Jul 95	5.30	4.58	4.94
HIT - Newcastle TAFE College - Open Learning Centre	Completed Nov 94	0.13	0.11	0.13
Newcastle TAFE College Stage 14	Predicted completion Feb 97	7.27	0.10	0.13
Hornsby TAFE College Stage 6	Predicted completion Sep 97	8.19	0.11	0.13

Appendix K

TERTIARY EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Hornsby TAFE College Stage 7	Predicted completion Dec 98	6.95	nil	nil
Kingscliff TAFE College Stage 1	Completed Sep 94	8.03	0.62	7.69
Kingscliff TAFE College Stage 2	Predicted completion Oct 97	7.83	0.04	0.06
Kurri Kurri TAFE College Rural Skills Centre	Predicted completion Oct 95	0.52	0.27	0.27
Lidcombe TAFE College Stage 4	Predicted completion Nov 95	6.08	1.75	1.83
Lidcombe TAFE College Skills Centre	Predicted completion Jul 96	3.30	0.05	0.05
Loftus TAFE College Stage 2	Completed Oct 94	4.42	0.81	4.23
Loftus TAFE College Stage 3	Predicted completion Oct 97	5.69	0.01	0.01
Macquarie Fields TAFE College Stage 3	Predicted completion Jun 97	5.14	0.09	0.11
Mobile Kitchens	Predicted completion Feb 96	0.60 (budget paper)	0.01	0.01
Mount Druitt TAFE College Child Care Centre	Predicted completion Aug 96	0.78	0.01	0.03
Nirimba Educational Precinct	Predicted completion Oct 96	2.34	0.78	0.79
Nowra TAFE College Stage 3	Predicted completion Apr 97	7.88	0.17	0.18
Orange TAFE College Child Care Centre	Currently in investigation phase	0.78	0.01	0.01
Orange TAFE College Open Learning Centre	Completed Dec 94	0.11	0.11	0.11
Ourimbah Tertiary Education Precinct	Predicted completion Aug 95	23.81	14.19	22.77
Ourimbah Tertiary Education Precinct Stage 2	Currently in investigation phase	9.98	nil	nil
Port Macquarie TAFE College Stage 3	Predicted completion Dec 95	6.28	3.18	3.52
Randwick TAFE College Block A	Predicted completion Jun 97	5.65	0.16	0.17
Richmond TAFE College Stage 2	Completed Jun 95	3.27	3.00	3.18

Appendix K

TERTIARY EDUCATION

Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Scone Equine College Stage 1	Predicted completion Nov 95	4.16	0.56	0.70
Shellharbour TAFE College Stage 4	Predicted completion Feb 98	6.37	0.03	0.06
Strathfield Open Training Education Network : TAFE	Predicted completion Aug 95	14.30	10.78	13.16
Sydney Technical College:				
Building C Refurbishment	Predicted completion Mar 97	3.96	0.13	0.13
Building N Vehicle Technology Centre	Predicted completion Aug 97	12.39	1.54	1.69
Building U	Completed Feb 95	0.46	0.43	0.45
Opening Learning Centre	Completed Dec 94	0.21	0.19	0.21
St George TAFE College Open Learning Centre	Completed Jan 95	0.14	0.12	0.14
Taree TAFE College Open Learning Centre	Completed May 95	0.36	0.29	0.33
Taree TAFE College Rural Skills Centre	Predicted completion Jul 95	0.58	0.54	0.58
Wagga Wagga TAFE College Open Learning Centre	Completed Jun 95	0.43	0.36	0.36
Wagga Wagga TAFE College Stage 7	Predicted completion Nov 97	7.05	0.02	0.04
Werrington TAFE College Stage 4 Blocks N & P	Predicted completion Jan 96	9.96	5.49	5.95
Wollongbar TAFE College Stage 2	Predicted completion Aug 95	6.28	5.08	5.41
Wollongong TAFE College Child Care Centre	Predicted completion Jul 95	0.63	0.60	0.61
Wollongong TAFE College Open Learning Centre	Completed Apr 95	0.14	0.13	0.14

Appendix L

NSW COUNTRY TOWNS WATER SUPPLY & SEWERAGE PROGRAM

Water Supply Schemes

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Snowy River	Adaminaby	Ongoing	390	56	346
Tumut	Adelong	Ongoing - Complete July 96	1080	2	11
Ballina	Alstonville/Wollongbar 2	Ongoing - Complete Aug 95	1945	675	680
Parry	Attunga	Completed Sep 94	591	129	451
Berrigan	Barooga	Ongoing	620	58	239
Barraba	Barraba	Ongoing -Complete Nov 95	1753	609	694
Bathurst	Bathurst - 2D/2E	Ongoing	3784	363	418
Bingara	Bingara	Ongoing	175	21	156
Ballina/Richmond River	Broadwater	Ongoing	660	0	0
Wentworth	Buronga/Gol Gol/ Dareton	Completed July 94	9321	2416	6536
Coffs Harbour	Coffs Harbour - 3	Ongoing	26560	4734	9191
Walgett	Collarenebri	Ongoing - Complete Apr 96	1800	99	106
Cooma	Cooma	Ongoing	267	-	-
Inverell	Delungra	Completed Apr 95	1900	509	582
Dubbo	Dubbo	Ongoing	1760	259	290
Parkes/Lachlan	Forbes/Tottenham	Completed Feb 95	370	220	220
Wellington	Geurie - Stage 2	Completed Apr 95	1835	522	1087
Brewarrina	Goodooga	Ongoing - Complete Feb 96	582	0.5	0.5
Carrathool	Goolgowi/Merriwagga	Ongoing - Complete Sep 95	2060	1023	1056
Goulburn	Goulburn - 2	Ongoing	542	328	343
Hastings	Hastings District - 2A & B	Ongoing -Complete Dec 97	9000	1716	3708
Hastings	Hastings District - 2B	Ongoing	1085	-	-
Shoalhaven	Kangaroo Valley	Completed Aug 94	3305	1786	2561
Kempsey	Kempsey - 2B/2C	Ongoing	7189	1390	2723
Kempsey	Kempsey WS - Emergency	Ongoing-Complete Nov 95	2300	-	-

Appendix L

NSW COUNTRY TOWNS WATER SUPPLY & SEWERAGE PROGRAM

Water Supply Schemes

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Parry	Kootingal Moonbi	Ongoing - Complete Jul 97	1870	25	25
Walgett	Lightning Ridge	Completed Feb 95	1600	617	1213
Bellingen	Lower Bellingen Dist WS	Ongoing	200	-	-
Lower Clarence	Lower Clarence	Ongoing	170	75	99
	Lower Clarence-Coffs Harbour	Ongoing	2750	-	-
Cabonne	Manildra-Cudal	Ongoing - Complete Oct 95	532	125	285
Ulmarra	Minnie Water	Ongoing- Complete July 96	850	37	65
Wakool	Moulamein	Ongoing	176	-	-
Mudgee	Mudgee	Ongoing	130	39	48
Nambucca	Nambucca District	Ongoing	670	-	-
Coffs Harbour	Nana Glen	Ongoing - Complete July 96	1580	74	115
Narrabri	Narrabri	Ongoing	175	24	115
Cooma/Monaro	Nimmitabel	Ongoing	427	151	251
Nundle	Nundle2	Completed Jan 95	1580	607	857
Oberon	Oberon	Ongoing	100	-	-
Orange	Orange	Ongoing	254	81	205
Parkes	Parkes/Peak Hill - 2C	Ongoing - Complete Nov 95	1880	5	91
Wingecarribee	Robertson/Burrawang	Ongoing - Complete Oct 95	3750	847	930
Shoalhaven 2A	Shoalhaven City	Ongoing - Complete Apr 97	9850	212	410
Shoalhaven 2B	Shoalhaven City	Ongoing	1220	-	-
Various	South West Tablelands	Ongoing	30000	1466	26967
Great Lakes	Stroud	Ongoing - Complete Apr 96	3548	714	897
Tamworth	Tamworth - Stage 2C/2D	Completed Sep 94	4020	539	2329
Bega Valley	Tantawanglo - Stage 4A	Ongoing	2700	93	127
Wakool	Tooleybuc	Ongoing	169	-	-

Appendix L

NSW COUNTRY TOWNS WATER SUPPLY & SEWERAGE PROGRAM

Water Supply Schemes

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Lachlan	Tottenham	Completed March 94	1200	773	1069
	Tullamore	Ongoing	110	-	-
Tumbarumba	Tumbarumba	Ongoing	115	66	91
Tweed	Tweed District - 2	Completed Nov 94	1900	705	1503
SRCC	Uranquinty WS	Ongoing - Complete	850	-	-
Wakool	Wakool	Ongoing	208	-	-
Warren	Warren	Ongoing - Complete Oct 95	570	-	-
Nymboida	Waterview Seelands	Ongoing	200	10	10
Ulmarra	Wooli	Ongoing - Complete July 96	985	46	46
Gosford/Wyong	Wyong-Mardi WTP	Completed July 94	4620	3317	3317

Appendix L

NSW COUNTRY TOWNS WATER SUPPLY & SEWERAGE PROGRAM

Sewerage Schemes

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Albury	Albury	Ongoing	4643	717	2127
Maclean	Angourie	Completed Feb 95	3611	2250	3091
Coffs Harbour	Arrawarra/Mullaway	Ongoing	500	110	283
Ballina	Ballina/Lennox Head	Ongoing - Complete Jan 96	13000	3019	4966
Coonabarabran	Baradin	Ongoing	2850	0	68
Bathurst	Bathurst Stage 2	Ongoing	14186	874	874
Kempsey	Bellbrook/Willawarrin	Ongoing	100	10	10
Bellingen	Bellingen	Completed Oct 94	4260	2774	3468
Bega Valley	Bermagui/Beauty Point	Ongoing	485	-	-
Blayney	Blayney	Ongoing	332	-	-
Wingecambee	Bowral (minor work)	Ongoing	4825	225	259
Great Lakes	Bulahdelah	Ongoing - Complete Feb 96	4825	402	1046
Yarrowlumla	Bungendore	Completed Oct 94	1740	191	1620
Wentworth	Buronga/Gol Gol	Ongoing - Complete Mar 96	5550	117	376
Shoalhaven	Callala Bay/Huskisson - Pt A/B	Ongoing	6010	1933	5086
	Camden Haven	Ongoing	280	-	-
Cowra	Canowindra	Ongoing	4665	34	54
Coffs Harbour	Coffs Harbour - North Areas	Ongoing	37100	3441	20240
Cooma/Monaro	Cooma	Ongoing - Complete Sept 97	1380	87	272
	Coopernook	Ongoing	300	-	-
Ullmarra	Corindi Beach	Ongoing	545	156	195
Corowa	Corowa	Completed Feb 95	1700	102	257
Cowra	Cowra	Ongoing	1446	28	28
Crookwell	Crookwell	Completed Feb 95	3700	1824	2167
Cabonne	Cudal/Cumnock	Ongoing	140	0	5
Shoalhaven	Culburra/Orient Point	Ongoing	130	40	-

Appendix L

NSW COUNTRY TOWNS WATER SUPPLY & SEWERAGE PROGRAM

Sewerage Schemes

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Deniliquin	Deniliquin	Ongoing - Complete Jul 95	4450	822	1922
Dubbo	Dubbo	Ongoing	4000	23	31
Balranald	Euston	Completed Apr 95	1765	490	625
Forbes	Forbes	Completed Sep 94	4600	243	3293
Great Lakes	Forster - 2/Green Point	Ongoing	21820	1858	3786
Guyra	Gilgai	Completed Nov 94	1730	805	878
Gosford	Gosford Regional	Ongoing	309000	6635	291916
Goulburn	Goulburn	Ongoing - Complete Mar 96	6550	2074	5206
Griffith	Griffith 2	Ongoing	206	-	-
Mudgee	Gulgong	Ongoing - Complete	3847	15	50
Gunnedah	Gunnedah	Ongoing	250	-	-
Guyra	Guyra	Ongoing	542	15	62
Tweed	Hastings Point	Ongoing - Complete Oct 95	610	29	29
Kempsey	Hat Head	Ongoing	400	4	30
Various	Hunter Region	Ongoing	362000	37314	184778
Inverell	Inverell	Ongoing	375	-	-
Shoalhaven	Kangaroo Valley	Ongoing	120	-	-
Hasting	Kew/Kendall	Ongoing	750	156	192
Tweed	Kingscliff	Ongoing	205	165	165
Kyogle	Kyogle	Completed Jan 95	1875	557	950
	Lake Cathie/Bonny Hills 2	Ongoing	550	-	-
Shoalhaven	Lake Conjola	Ongoing	110	-	-
	Landsdowne	Ongoing	300	-	-
	Lawrence	Ongoing	120	-	-
Walgett	Lightning Ridge	Ongoing - Complete 95	4700	741	914
Lismore	Lismore	Ongoing - Complete Sept 97	8624	2260	2807
Greater Lithgow	Lithgow - Stage 2	Ongoing	251	0	0

Appendix L

NSW COUNTRY TOWNS WATER SUPPLY & SEWERAGE PROGRAM

Sewerage Schemes

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Nambucca	Macksville	Ongoing	1460	138	247
Murray	Mathoura	Completed Jul 94	2900	1645	2352
Shoalhaven	Milton/Ulladulla	Ongoing	1900	63	124
Wingecarribee	Mittagong/Nth Villages	Ongoing	1200	0	295
Murray	Moama	Ongoing - Complete Apr 96	7208	77	135
Eurobodalla	Mogo	Ongoing - Complete Mar 96	2700	146	167
Moree Plains	Moree	Ongoing	170	0	0
Eurobodalla	Moruya Heads	Ongoing	313	39	24
Wingecarribee	Moss Vale	Ongoing - Complete Aug 95	9000	840	530
Corowa	Mulwala	Ongoing	146	2	11
Moree	Mungindi	Ongoing	175	18	58
Tweed	Murwillumbah	Ongoing	330	34	34
Nambucca	Nambucca	Ongoing	225	30	30
Narrabri	Narrabri	Ongoing	1507	22	79
Narromine	Narromine	Ongoing	505	50	50
Urana	Oakland/Urana	Ongoing	4886	62	83
Byron	Ocean Shores	Ongoing - Complete Mar 96	2800	72	72
Orange	Orange	Ongoing	325	40	40
Great Lakes	Pacific Palms	Ongoing - Complete Dec 96	2400	1254	2000
Parkes	Parkes	Ongoing - Complete Jan 96	3046	718	805
Bathurst	Perthville	Completed May 95	2240	1323	1355
Hastings	Port Macquarie - 3A/3B	Ongoing - Complete Aug 97	16500	661	1217
Shoalhaven	Shoalhaven Telemetry	Ongoing	700	-	-
Shoalhaven	St Georges Basin/Jervis Bay	Ongoing	1940	507	1161
Tamworth	Tamworth - 2 Westdale	Completed - May 95	3506	706	716

Appendix L

NSW COUNTRY TOWNS WATER SUPPLY & SEWERAGE PROGRAM

Sewerage Schemes

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Greater Taree	Taree City	Ongoing	140	3	140
Greater Taree	Taree Villages	Ongoing	145	7	111
Bega Valley	Tathra	Ongoing	540	-	-
Great Lakes	Tea Gardens/Hawks Nest	Ongoing	810	260	364
Lockhart	The Rock	Completed Feb 95	542	43	43
Tweed	Tumbulgum	Ongoing - Complete	2400	6	28
Tumut	Tumut	Ongoing - Complete Feb 98	5462	853	1153
Great Lakes	Tuncurry	Ongoing	100	23	34
Tweed	Tweed Area - 2	Ongoing - Complete Oct 95	18100	4207	5934
Uralla	Uralla	Ongoing - Complete Aug 95	2470	663	740
Wagga Wagga	Wagga Wagga	Ongoing	173	143	146
Ballina	Wardell	Ongoing	130	51	82
Wellington	Wellington	Ongoing	145	-	-
Byron	West Byron Bay Wetlands	Ongoing - Complete Dec 95	949	180	829
Central Darling	Wilcannia	Ongoing - Complete Mar 96	1250	97	143
	Yamba	Ongoing	120	-	-
Yass	Yass	Ongoing	220	-	-

Appendix M

COASTAL PROGRAM

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Great Lakes	Jimmys Beach Sand Replenishment	Ongoing-Complete Nov 95	126.0	50.0	50.0
	Tuncurry Beach Improvements	Completed May 95	168.1	16.8	168.1
Newcastle	Shortland Esplanade Cliff Stabilisation	Ongoing-Complete Apr 98	320.3	3.8	21.8
	Stockton Seawall	Completed Jul 94	1827.2	8.5	1,826.2
Pittwater	Bilgola Headland Rockfall Management	Ongoing-Complete Sep 95	200.0	90.0	90.0
	Mona Vale Beach Improvement	Ongoing-Complete May 96	245.0	100.0	100.0
Port Stephens	Shoal Bay Beach Sand Replenishment	Ongoing-Complete Aug 95	177.5	130.0	130.0
	Fingal Beach Improvements	Ongoing-Complete Nov 95	387.1	4.0	393.0
Randwick	Randwick Coastal Walk	Ongoing-Complete Oct 95	105.0	73.5	73.5
	Wylies Baths Restoration	Completed Jan 95	375.5	34.6	375.5
Richmond River	Goanna Headland, Evans Head	Completed May 95	108.0	100.7	100.7
	Shark Bay/Razor Back Improvement	Ongoing-Complete Nov 95	110.0	72.7	72.7
Rockdale	Lady Robinsons Beach Remedial Project	Ongoing-Complete May 96	1590.0	170.0	170.0
Shellharbour	Shellharbour Foreshore Improvement	Ongoing-Complete Aug 95	376.5	39.5	344.5
Shoalhaven	Lake Conjola Landcare JobSkill Project	Ongoing-Complete Oct 95	119.5	48.0	48.0
Waverley	Bondi Drainage	Completed Jun 95	300.0	115.0	300.0
	Bronte Protection	Completed Jun 95	332.5	32.5	332.5
Wyang	Marine Parade, The Entrance, Improvement	Completed Jun 95	255.0	255.0	255.0

Appendix N

FISHING PORTS PROGRAM

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Bega Valley Shire Council	Bermagui River Erosion Control Works	Ongoing	180	160	170
Gosford City Council	Empire Bay / Gosford Foreshore Works	Completed Oct 94	257.5	17.5	257.5
Gosford City Council	Saratoga / Koolewong Foreshore Works	Completed Apr 95	192.5	42.5	192.5
Hunter Catchment Mgt Trust	Kooragang Wetland Rehabilitation Project	Ongoing	197	180	180
	Throsby Creek Rehabilitation	Ongoing	1,439	1,439	1,439
Hawkesbury City Council	North Richmond Heritage Park Hawkesbury River	Completed Sep 94	155	133	155
Lake Illawarra Authority	Karoo Bay Restoration Works	Completed Jun 95	120	95	120
Lake Illawarra Authority	Lake Illawarra Artificial Wetland	Ongoing	516	400	450
	Lake Illawarra Environmental Restoration	Ongoing	5944	564	1884
	Macquarie Rivulet Foreshore Restoration - Stage 1	Completed Mar 95	114.3	89.3	114.3
	Macquarie Rivulet Foreshore Restoration - Stage 2	Ongoing	139.5	80	80
	Warrawong Foreshore Improvement Works	Ongoing	404	200	200
	Windang Foreshore Improvements	Ongoing	240	40	40
Lake Macquarie City Council	Mudd Creek Restoration Works	Ongoing	273.25	60	60
	North/Windermere Creek Restoration Works	Ongoing	204	140	140
North Sydney Council	Alfred Street Seawall Restoration	Completed Jun 95	266	266	266
Pittwater Council	Narrabeen Lagoon Foreshore Improvements	Ongoing	166.5	85	85
	Pittwater Road Foreshore Improvements - Stages 1 & 2	Ongoing	438.5	340	340
Shoalhaven City Council	Burrill Inlet Waterway Improvements	Ongoing	115	7	12
	Myola Bank Protection Works-Construction	Completed Mar 95	114.5	114.5	114.5
Wollongong City Council	Bellambi Lagoon Restoration Works	Ongoing	410	363.75	398.75
	Tom Thumb Lagoon Restoration - Stage 1	Completed Sep 94	118.86	9	118.86
	Tom Thumb Lagoon Restoration - Stage 2	Ongoing	115	30	30
Wyong Shire Council	Tuggerah Lakes Environmental Restoration	Ongoing	13,756	842	13,099

Appendix O

ESTUARY MANAGEMENT

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Brunswick Heads	Roadworks	Completed Sep 94	439	243	258
	Landscaping	Completed Oct 94	110	81	81
Ballina	Southern training wall reconstruction	Completed Nov 94	650	569	670
Iluka	Repair wharf construction	Completed Oct 94	215	86	166
Coffs Harbour:	Toilet Block	Completed Sep 94	117	42	93
	Car Park	Completed Sep 93	214	15	165
	Port Maintenance	Completed Jun 95	100	100	100
Batemans Bay	Port works	Completed Sep 94	390	33	350
Port Macquarie	Dredging	Completed Dec 94	250	125	180
Moruya	Breakwater repairs	Complete Aug 95	440	175	175
Bermagui	Roadworks/parking/landscaping	Completed Jan 95	717	620	717
	Cable drawing facility	Complete Dec 95	146	10	10
Eden	Mooring jetty reconstruction	Complete Mar 96	1200	610	1035
River entrances	Bar dredging	Completed Dec 94	1000	342	555

Appendix P

FLOODPLAIN MANAGEMENT PROGRAM

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Clarence River County	South Grafton Levee	In progress	10000.0	1000.0	7441.0
	Palmers Island Voluntary Purchase Scheme	Ongoing	679.0	375.0	679.0
	CRCC Asset Mgt Program	In progress	125.0	30.0	30.0
Fairfield	Prospect Creek Flood Mitigation Works	In progress	16000.0	1661.8	6604.4
	Lansvale Voluntary Purchase Scheme	Ongoing	5510.0	127.1	5396.0
Gosford	Gosford Flood Mitigation Works	In progress	5428.0	1200.0	5171.9
	Narara Ck Flood Mitigation Works	In progress	298.0	249.0	249.0
Hastings	Maintenance	Ongoing	-	9.7	9.7
	Port Macquarie Flood Mitigation Works	In progress	5040.0	320.0	320.0
Hunter Catchm't Mgmt Trust	Hunter River Bank Protection	Ongoing	3531.4	836.7	3081.4
	Lower Hunter Geomorphological Study	Completed June 95	375.0	60.6	278.6
	Hunter River Bank Protection	Completed June 95	260.0	160.0	259.4
	Maitland Spillway Rehabilitation	In progress	4227.0	836.7	3128.0
Kempsey	Access Bridges Replacement	In progress	151.3	51.3	151.3
	Macleay Gauge Telemetry	In progress	141.0	8.0	124.0
	Belmore Floodway Structure Rehabilitation	In progress	400.0	130.0	130.0
	Floodgate Structure Rehabil't'n	Ongoing	100.0	50.0	100.0
Liverpool	Moorebank Voluntary Purchase Scheme	Ongoing	6957.4	1088.9	6957.4
Public Works and Services	Floodplain Management Data Collection and Services	Ongoing	284.5	244.5	244.5
Richmond River County	Lismore Voluntary Purchase Scheme	Ongoing	789.6	180.6	721.6
	Lismore FPM Plan	Completed June 95	233.0	83.0	233.0
	Access Bridges Replacement	Completed June 95	353.3	100.0	200.0
Tweed	Murwillumbah Voluntary Purchase Scheme	Ongoing	512.1	87.1	512.1
Upper Parramatta Catchment Trust	Darling Mills Creek Flood Mitigation Works	In progress	230.0	230.0	230.0
Warrigah	Narrabeen Lagoon Flood Mitigation Works	In progress	102.0	69.3	83.3
Wollongong	Dapto Voluntary Purchase Scheme	Ongoing	674.2	379.2	674.2
	Fairy Creek Flood Mitigation Works	In progress	4000.0	4200	2460.0
Wyong	Berkeley Vale Flood Mitigation Works	In progress	428.0	76.0	374.5
	Wyong River Flood Warning	In progress	116.0	5.0	71.7

Appendix Q

WATERWAYS INFRASTRUCTURE DEVELOPMENT PROGRAM

Waterways Improvement

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Balranald Shire Council	Murray River Pumpout, Euston	Ongoing Complete Jun 96	200	3.2	49
Berrigan Shire Council	Murray River Pumpout, Tocumwal	Ongoing Complete Jun 96	180	17.1	40.1
Deniliquin Council	Edward River Pumpout, Deniliquin	Ongoing Complete Jun 96	180	10.4	54
Eurobodalla Shire Council	*Batemans Bay Marina Amenities Building	Completed Jun 95	225.6	225.6	225.6
	*Batemans Bay Marina Power and Water Supply	Ongoing Complete Dec 95	240	240	240
Great Lakes Council	Forster Boatharbour Sewage Pumpout	Ongoing Complete Nov 95	171.9	101.5	101.5
Lake Glenbawn State Recreation Authority	Lake Glenbawn Amenities Building	Completed Apr 95	112.3	7.3	112.3
Lake Illawarra Authority	Koonawarra Bay Boating Facilities	Completed April 95	234	184	234
	Warrawong Boating Facilities Stage 2	Completed July 1994	484	42	484
Lake Macquarie City Council	Lake Macquarie Sewage Pumpout	Ongoing Complete Jun 96	221	21	101
Murray Shire Council	Murray River Pumpout, Deep Creek	Ongoing Complete Jun 96	220	6.4	38.4
National Parks and Wildlife Service	Myall Lakes Sewage Pumpout	Completed Jun 95	446.1	74	446.1
Urana Shire Council	Urana Recreational Lake	Ongoing Complete Sep 95	266	180.3	214
The Council of the Shire of Wakool	Murray River Pumpout, Murray Downs	Ongoing Complete Jun 96	200	12.6	38.5
Wentworth Shire Council	Murray River Pumpout, Dareton	Ongoing Complete Jun 96	200	39.7	64.9

* Marina ownership by Department of Land and Water Conservation, to be under lease to Batemans Bay Marina Co-operative

Appendix Q

WATERWAYS INFRASTRUCTURE DEVELOPMENT PROGRAM

Wharves

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Bourke Shire Council	Bourke Wharf	Ongoing Complete Oct 95	138.5	14.4	108.7
Eurobodalla Shire Council	Batemans Bay Marina Heavy Duty Wharf	Completed Jun 95	158.3	158.3	158.3
Lord Howe Island Board	Lord Howe Island Jetty	Ongoing Complete Nov 95	185	10	10
North Sydney Council	Sawmillers Reserve Wharf Restoration	Completed Nov 94	107	62.7	107
Shoalhaven City Council	Bangalee Reserve Jetty	Ongoing Complete Nov 95	126.1	70	70

Miniports and Marina Development

Council/Area	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Coffs Harbour City Council	Coffs Harbour Inner Harbour - Marina Leasing	Ongoing Complete Dec 95	172	25.6	172
Macleay Council	Yamba Marina Development	Ongoing Complete Dec 95	296	8.2	268.2

Appendix R

NATURAL DISASTER RELIEF ASSISTANCE GRANTS

Client	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Albury	Oct 1992 Flood repair works	Completed Sep 94	141.0	36.0	141.0
Baulkham Hills	Nov 1994 Storm repair works	Completed May 95	28.0	28.0	28.0
Berrigan	Oct 1992 Flood repair works	Completed Nov 94	5.0	5.0	5.0
Blue Mountains	Nov/Dec 1992 Storm repair works	Completed Sep 94	7.0	7.0	7.0
	Nov 1994 Storm repair works	Ongoing complete Jun 97	23.0	-	-
	Jan 1994 Bushfires repair works	Completed Feb 95	12.0	12.0	12.0
Boorowa	Oct 1993 Flood repair works	Completed Nov 94	10.0	10.0	10.0
Coolah	Nov 1994 Storm repair works	Ongoing complete Jun 97	22.0	-	-
Cowra	Nov/Dec 1992 Storm repair works	Completed Jun 95	15.0	13.0	13.0
Eurobodalla	Jan 1994 Bushfires repair works	Ongoing complete Jun 96	47.0	-	-
Gosford	Jan 1994 Bushfires repair works	Ongoing complete Jun 96	70.0	-	-
Gundagai	July 1993 Flood repair works	Completed Apr 95	26.0	26.0	26.0
Hawkesbury	Jan 1994 Bushfires repair works	Ongoing complete Jun 96	8.0	-	-
Hornsby	Jan 1994 Bushfires repair works	Completed Jul 94	73.0	73.0	73.0
Hume	Oct 1992 Flood repair works	Completed Sep 94	9.0	9.0	9.0
Hunter Catchment Management Trust	Feb 1992 Flood repair works	Complete Jun 95	20727.0	12732.0	17550.0
Ku-ring-gai	Nov 1994 Storm repair works	Ongoing complete Jun 97	110.0	-	-
	Jan 1994 Bushfires repair works	Ongoing complete Jun 96	123.0	-	-
Lane Cove	Nov 1994 Storm repair works	Completed May 95	30.0	30.0	30.0
Manly	Nov 1994 Storm repair works	Ongoing complete Jun 97	5.0	-	-
Nambucca	Feb/Mar 1995 Flood repair works	Ongoing complete Jun 97	51.0	-	-

Appendix R

NATURAL DISASTER RELIEF ASSISTANCE GRANTS

Client	Project	Status	Approved Cost \$'000	Actual 1994/95 \$'000	Cumulative 30 June 95 \$'000
Narromine	Nov 1994 Storm repair works	Ongoing complete Jun 97	102.0	-	-
North Sydney	Nov 1994 Storm repair works	Ongoing complete Jun 97	18.0	16.0	16.0
Parramatta	Nov 1994 Storm repair works	Ongoing complete Jun 97	79.0	-	-
Penrith	Nov/Dec 1992 Storm repair works	Completed Mar 95	50.0	10.0	50.0
Pittwater	Nov 1994 Storm repair works	Ongoing complete Jun 97	358.0	351.0	351.0
	Jan 1994 Bushfires repair works	Ongoing complete Jun 96	415.0	241.0	241.0
Ryde	Nov 1994 Storm repair works	Complete May 95	21.0	21.0	21.0
Tumut	Oct 1993 Flood repair works	Completed Nov 94	53.0	53.0	53.0
Ulmarra	Nov 1993 Storm repair works	Completed Jul 94	27.0	27.0	27.0
Wakool	Oct 1993 Flood repair works	Ongoing complete Jun 96	35.0	-	-
Warringah	Nov 1994 Storm repair works	Ongoing complete Jun 97	53.0	-	-
	Jan 1994 Bushfires repair works	Ongoing complete Jun 96	160.0	145.0	145.0
Willoughby	Nov 1994 Storm repair works	Ongoing complete Jun 97	30.0	-	-
	Jan 1994 Bushfires repair works	Ongoing complete Jun 96	59.0	-	-
Wollongong	Jan 1994 Bushfires repair works	Ongoing complete Jun 96	429.0	-	-
Young	Jan 1995 Storm repair works	Ongoing complete Jun 97	10.0	-	-

Appendix S
PUBLIC BUILDINGS

Public Buildings

Project	Status	Approved Cost \$M	Actual 94/95 \$M	Cumulative 30 June 95 \$M
First Government House	Officially opened March 95	22.44	1.52	18.86
Government House - Minor Works	Ongoing Annual Allocation	0.61	0.61	0.61

Stonework Programs

Project	Status	Approved Cost \$M	Actual 94/95 \$M	Cumulative 30 June 95 \$M
Australian Museum	Ongoing Annual Allocation	0.45	0.45	0.45
Government House	Ongoing Annual Allocation	1.40	1.40	1.40
Farm Cove Sea Wall	Completed June 95	0.40	0.40	0.40
Fort Denison	Completed June 95	0.30	0.30	0.30
Newtown Nth Public School	Ongoing Annual Allocation	0.30	0.30	0.30
Sydney TAFE Building C	Ongoing Annual Allocation	0.18	0.18	0.18
Sydney Institute of Technology Building W (Marcus Clarke)	Construction to be completed Oct. 95	2.20	1.43	1.87

Appendix S

PUBLIC BUILDINGS

Miscellaneous Projects

Client	Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
Zoological Parks Board of NSW	Taronga Zoo - Reptile Exhibit	Completed Feb. 95	1.95	1.24	1.95
	Taronga Zoo - Gorilla Exhibit	Documentation Phase	3.50	0.11	0.11
Centennial and Moore Park Trust	Centennial Park - Administrative Offices	Completed Nov. 94	0.86	0.67	0.86
	Moore Park - Pedestrian Footbridge	Completed Sept. 94	0.61	0.15	0.61
Royal Botanic Gardens and Domain Trust	Royal Botanic Gardens - Additions To Brown Building	Completed June 95	1.33	1.33	1.33
Environment Protection Authority	Chemical Laboratories	Construction to be completed August 96	6.88	0.52	0.82
Department of Sport, Recreation and Racing	NSW Academy Of Sport - Athletic Track Repairs	Construction to be completed Jan. 96	1.00	0.05	0.05
	Lake Keepit Sport & Recreation - New Mess Hall	Completed June 95	1.23	1.13	1.19
Department of Sport, Recreation and Racing - Racecourse Development Committee	Newcastle PacewayNew Grandstand	Completed Oct 94	4.50	4.50	4.50
	New Goulburn Racecourse Stage I	Construction	7.20	2.52	2.64
Department of Land and Water Conservation	Lands Department Building - Bridge Street - Toilet Refurbishment	Construction Completed March 95	0.89	0.86	0.89
NSW Fire Brigades	Wollongong Fire Station - Additions And Alterations	Tender Phase	0.90	0.04	0.04
	Tweed Heads Fire Station - New Station	Pre Design Phase	0.90	0.01	0.01
Department of Corrective Services	Emu Plains Correctional Centre - Stage I Redevelopment	Construction to be completed October 95	1.60	0.94	0.94
	Metropolitan Remand and Reception Centre - Silverwater	Construction to be completed July 97	83.05	21.50	27.48
	Mulawa Correctional Centre - Therapeutic Unit - Stage I	Documentation Phase	1.50	0.03	0.04
	Tomago Periodic Detention Centre Redevelopment	Documentation Phase	1.20	0.14	0.15
	Goulburn Correctional Centre - Stage I Redevelopment	Design Phase	3.00	0.08	0.08
	Perimeter Security - Various Correctional Centres	Work to be completed July 95	2.80	2.34	2.34
	Lismore Court House - Additions and Alterations	Construction to be completed July 95	4.20	3.07	4.10

Appendix S

PUBLIC BUILDINGS

Client	Project	Status	Approved Cost \$M	Actual 1994/95 \$M	Cumulative 30 June 95 \$M
NSW Police Service	Batemans Bay Police Station - New Police Station	Completed March 95	1.67	1.56	1.64
	Gladesville Police Station - New Police Station	Completed March 95	1.63	1.49	1.63
	Tamworth New Police Station and Courthouse	Construction to be completed Sept. 95	8.24	6.72	7.25
	Forster Police Station - New Police Station	Construction to be completed Dec. 95	1.75	0.89	0.93
	Rose Bay Police Station - Extensions	Construction to be completed Dec. 95	2.50	0.84	1.14
	Wagga Wagga Police Station - New Station	Sketch Plans	7.40	0.06	0.10
Ministry for the Arts	Sydney Entertainment Centre - Seat Replacement	Work to be completed Sept. 95	2.44	1.26	1.26
	Sydney Opera House - Maintenance Upgrade	Construction to be completed Dec. 98	113.80	12.45	78.37
	Walsh Bay Wharf 4/5 Stage 4 Refurbishment	Construction to be completed June 96	1.50	1.00	1.00
Department of Urban Affairs, Planning and Housing	Eveleigh ATP & NIC	Construction	18.57	3.83	3.83
	City West Redevelopment	Construction	89.34	35.69	60.49
	CBD Asset Strategy	Construction	114.00	26.86	26.86
NSW Lotteries	Operations Centre	Construction to be completed Aug 95	3.90	2.68	2.68
State Rail Authority	Central Station Upgrade Stage I	Ongoing	14.99	9.80	9.95
Freight Rail	Enfield Marshalling Yard (construct)	Construction	48.60	12.67	22.14
NSW Health	New Children's Hospital Westmead	Ongoing	-	-	288.50
	Nepean Hospital-Main Block	Completed	25.81	1.09	25.68
	-Pathology	Completed	2.89	0.47	2.29
	-Theatres	Completed	7.88	0.74	7.65
	-Final Works	Completed	10.32	1.91	4.80
	-Conversions	Ongoing	4.35	0.90	1.35
	Maitland Hospital	Construction	22.08	11.30	12.60
South West Sydney Area Health Service	Bankstown/Lidcombe Hospital Redevelopment	Construction	76.80	26.24	28.50
Eastern Sydney Area Health Service	Sydney Hospital & Sydney Eye Hospital Redevelopment	Construction	23.23	15.28	19.18

Appendix T

MAJOR ASSETS

Major Assets

(other than land holdings)

Details of the Department of Public Works and Services' assets are contained in Note 23 of the Financial Statements.

During the year acquisitions valued at over \$50,000 were:

3 file servers	\$53,000, \$85,911, \$236,755
1 workstation	\$72,750
1 computer	\$150,488
1 PABX	\$63,474
Government Radio Network	\$12.5 million
Total	\$13,162,378

Appendix U

DISPOSAL OF PROPERTIES

The following properties, owned by the Department of Public Works and Services were sold during the year:

- Goulburn Depot to Goulburn City Council for \$425,000;
- Wallsend Depot for \$775,000;
- Vacant land at Carrington Street, Lismore for \$290,000;
- Depot at Canal Road, St Peters for \$730,000

The former Wagga Wagga Workshop Complex has been transferred to Riverina TAFE at the Valuer General's valuation of \$350,000. These premises which housed the day labour workforce were no longer of use to the Region.

Over the last ten months, the Department has again rationalised its accommodation requirements at Cootamundra Government Block and closed the Albury Local Office, resulting in savings in rent of \$12,000 per annum.

The Tamworth and Moree Depots were unsuccessfully submitted for auction during the year. Negotiations with interested parties are still proceeding for the Tamworth site.

annual

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