

Appendices, Index, Access

Appendices

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Appendices

Appendix 1

Engagement of consultants

Consultants equal to or more than \$30,000

Category and Name	Cost	Purpose
Management Services		
Australian Market Research P / L	35,700	Annual client feedback survey
Department of Premier and Cabinet	107,361	Infrastructure and traffic feasibility study
The Nous Group	133,227	Creative industries economic fundamentals report
Mack Management Consulting	40,000	Review of new market opportunities program
McKinsey Pacific Rim Inc	350,000	Strategy to support Sydney as a financial services centre
University of Tasmania	40,000	Report on innovation in the finance sector
Organisational Review		
Corex P / L	143,551	Comprehensive review of tourism in NSW, including marketing, infrastructure, regulation and planning issues.
John O'Neill, AO	58,009	Comprehensive review of tourism in NSW, including marketing, infrastructure, regulation and planning issues.
Environmental		
Rare Consulting	61,364	Preparation of report into low carbon innovation
Training		
Professor James A Talcott	43,124	Conduct seminars for research and industry groups on medical research and clinical trials
Legal		
Caldrex Capital P / L	40,000	Legal and specialist advice on the aluminium industry
Total Over \$30,000	1,052,336	

Consultants Less than \$30,000

During the year, 53 other consultancies costing less than \$30,000 were engaged in the following areas:

Category and Name	Cost
Legal	30,728
Information technology	63,309
Environmental	4,825
Management services	596,766
Total under \$30,000	695,628
Total consultancies	1,747,964

Appendix 2

Consumer response

All requests made to the Department for information or assistance are met directly and promptly, and / or are referred to the most appropriate officer. The Department's stakeholders and the community have a number of avenues through which they can offer feedback regarding the level of consumer response and customer service including contacting the Department's principal office or regional offices, or by providing comments in writing or by email.

The Department received no significant consumer complaints during the reporting period. Consequently, no changes to the Department's programs and services were warranted on the basis of adverse consumer response. The Department remains committed to providing professional, courteous and prompt assistance to its clients and the public in general.

The Department's annual client survey was conducted in October 2007, with a sample of 716 clients who had received assistance during the financial year. The overall satisfaction with assistance provided by the Department was high (86 per cent). The satisfaction with the level of knowledge and service of the Department's staff was also high (91 per cent), as reported in the survey.

Appendix 3

Controlled entities

The Department administers, but does not control, four entities as prescribed under Section 45A (1A) of the Public Finance and Audit Act 1983.

Ministerial Corporation for Industry

The Ministerial Corporation for Industry is established under the *State Development and Industries Assistance Act 1966 No 10*.

The Corporation's functions are to promote, encourage and stimulate the:

- › establishment, expansion or development of industries

- › carrying out, by business undertakings and prescribed institutions, of projects that are likely to assist the establishment, expansion or development of industries.

The Corporation acts as a vehicle for providing financial assistance to investors. Projects are reviewed on a case-by-case basis following rigorous analysis of their projected impact on the NSW economy, particularly in relation to new technologies and skills. The financial statements for the Corporation are included in this Report.

Small Business Development Corporation of New South Wales

The Small Business Development Corporation was established by legislation in 1984.

The Corporation's primary objectives are to:

- › investigate matters relating to the small business sector of the economy as the Minister may refer to the Corporation
- › exercise functions relating to the development of the small business sector of the economy as the Minister may confer
- › investigate any other matters relating to the small business sector of the economy
- › conduct enquiries into issues affecting small business.

The Corporation's current membership was appointed in September 2007 for a three-year term and consists of 13 members. Its membership is drawn from small business and includes the Department's Director General. The members of the Corporation are appointed by the Governor on the recommendation of the Minister for Small Business.

The Corporation's membership from 5 September 2007 until 30 June 2008 comprised:

- › Ms Michele Greig (Chair) — Director, MBC Employment Services
- › Mr Roger Bailey — Managing Director, Bailey Interiors Pty Ltd
- › Dr Lisa Barnes — Lecturer, Business Law, University of Newcastle

- › Mr Andrew Boog — Partner, Austen Brown Boog
- › Ms Leigh Bryant — Director, Scorpion International Freight Services Pty Ltd
- › Mr Barry Buffier — Director General, Department of State and Regional Development
- › Mr David Caruso — Managing Director, Alert Rental Centre
- › Mr Alan Eldridge — Managing Director, Eldridge Group of Companies
- › Mr Greg Farmilo — Managing Director, Beyond Financial Group Pty Ltd
- › Mr Robert McCotter — Commercial Director, New Macey Pty Limited
- › Mr Frank Oliveri — Director, Home and Kitchen
- › Ms Julie Staples — Partner, Tamworth Tax Team
- › Mr Frank Zumbo — Associate Professor, Business Law and Taxation, University of NSW, Principal of Trade Practices & Competition Policy Consultancy

Note: Mr Barry Buffier, Director General of the Department and Ms Leigh Bryant, Director of Scorpion International Freight Services Pty Ltd were appointed to the Corporation on 5 March 2008.

The Corporation's membership from 30 June 2007 until 4 September 2007 comprised:

- › Mr John Lightfoot (Chair) — Managing Director, Lightfoot and Associates Pty Ltd
- › Mr Roger Bailey — Managing Director, Bailey Interiors Pty Ltd
- › Mr Alan Eldridge — Managing Director, Eldridge and Co
- › Mr Loftus Harris — Director General, Department of State and Regional Development
- › Ms Karen Howard — Managing Director, Nineways Business Centre
- › Ms Lexie Hurford — Assistant General Manager, Hurford group of companies
- › Ms Beata Kade — Managing Director, Art of Multimedia Pty Ltd
- › Ms Margaret Lomas — Director, Destiny Financial Solutions Pty Ltd

Appendix 3 (cont'd)

- › Ms Maree Lowe — Director, ASI Solutions
- › Mr Paul Martin — Managing Director, Ledacon Pty Ltd
- › Mr Andrew Terry — Head of School of Business Law and Taxation, University of NSW
- › Mr Peter Wright — Managing Director, Central Commercial Printers Pty Ltd
- › Ms Catherine Livingstone AO — Director, Macquarie Group Limited
- › Mr Philip Mussared — Deputy Secretary, Operations, NSW Treasury
- › Mr Mark O'Neill — former Executive Director, Australian Coal Association
- › Dr David Skellern — CEO, National ICT Australia
- › Mr Greg Smith — Director, Public Affairs, Animal Logic
- › Dr Jonathan West — Director, Australian Innovation Research Centre

Further details of the Corporation's activities for the year are described in the Small Business Development Division's section within this report.

NSW Innovation Council

In line with the announcement made in the *NSW Innovation Statement*, an Innovation Council was established in September 2007 under the NSW Innovation Council Act 1996. The general function of the Council is to lead the implementation of the NSW Government's approach to innovation in industry as outlined in the *Innovation Statement*.

The Council advises the Government on policies and strategies which create an environment where it is easier for businesses to innovate, improve the innovative capacity of the NSW private sector, help increase investment and build stronger rural and regional economies. The first stage of the Council's work is to consider analyses of the opportunities for the NSW Government to improve innovation in the five key sectors identified in the *Innovation Statement*.

The Council comprises high level representatives from private sector organisations, NSW Government agencies and research organisations. Current members are:

- › Mr Steven Harker (Chair) — Managing Director and CEO, Morgan Stanley Australia
- › Mr Barry Buffier — Director General, Department of State and Regional Development
- › Mr Michael Coutts-Trotter — Director General, Department of Education and Training, and Managing Director, TAFE NSW
- › Ms Robyn Kruk — Director General, Department of Premier and Cabinet

Further details of the Council's activities during the year are described on page 61 within this report.

Tourism NSW Board

Under the *Tourism New South Wales Act 1984*, the Board is appointed by the Governor and is accountable to the Minister for Tourism.

The Board advises the Minister for Tourism. The Director General, Department of State and Regional Development, and Executive Director and General Manager Tourism NSW, regularly brief the Board on aspects of state development and tourism activities and performance, and seek guidance on policy and operational matters. The tourism executive is updated by the Executive Director and General Manager on Board recommendations.

The following members were appointed in 2007–08: Russell Balding AO, Philip Helè and Helen Wong. Following the resignation of Loftus Harris as Director General of the Department of State and Regional Development (12 October 2007), Michael Cullen took his position as the acting Director General on the Board until the appointment of Barry Buffier who was appointed to the position from 2 January 2008. John O'Neill resigned as General Manager Tourism NSW in June 2008.

Tourism NSW's current Board members are:

- › Mr Leslie A. Cassar AM KSJ M.O.M. (Chair)
- › Mr Denis Pierce (Deputy Chair) — Managing Director, ATS Pacific

- › Mr Russell Balding AO — Chief Executive Officer, Sydney Airport Corporation
- › Ms Helen Wong — Owner, Helen Wong's Tours
- › Mr Nicholas Papallo OAM — President, Australian Italian Lawyers Association (NSW); Honorary Trade and Investment Envoy for NSW to Italy; Chairman, Minerals Ministerial Council of NSW
- › Mr John Thorpe AM — Owner, Harbord Beach Hotel
- › Mr Narendra Kumar — Executive General Manager Regional Airlines, Qantas Airways; Director, Harvey Holidays
- › Ms Ruth Fagan — Owner, Warrengi in Cowra
- › Mr Philip Hélé — Owner, Hunter Resort

Appendix 4

Credit card use certification

In accordance with the Treasurer's Direction 205.01, it is certified that credit card usage by the Department's officers during 2007–08 was in accordance with the appropriate Government policy, Premier's Memoranda, and Treasurer's Direction.

Appendix 5

Disability Action Plan

The Department's Disability Action Plan ensures its operations take the needs of people with disabilities into account. During 2008–09 the Department will take the opportunity to review the program to ensure its relevance in the provision of effective Departmental services and information in line with whole of Government initiatives Better Together and the State Plan.

A highlight for 2007–08 was the Department's partnership with the University of Technology, Sydney (UTS) to develop a prototype accessibility website (www.sydneyforall.com). The project will facilitate accessible destination experiences for people with a disability and is designed to meet the international W3C Web Accessibility Standards. The site will be user tested in the first half of 2008–09.

Appendix 5 (cont'd)

Action	Strategies	Outcomes
Physical Access	<p>Establishment of a single reception area for MLC Centre located on Level 47.</p> <p>Ensure changes are made to the premises to meet public and employee needs as required.</p> <p>Seek to have conferences funded by the Department held in locations with access for people with disabilities.</p>	<p>Refurbishments were completed and an access audit of the expanded premises was completed to provide access for people with disabilities.</p> <p>Induction Loop installed in conference / meeting facilities for people with hearing impairments.</p> <p>The Department's funding guidelines have been updated to include this requirement.</p>
Promoting Positive Community Attitudes	<p>Departmental publications to profile business people with disabilities.</p>	<p>Articles included in Departmental publications.</p>
Employment and Training of staff	<p>Ongoing training programs for recruitment panel members develop an awareness of merit based selection principles.</p> <p>Provide information to staff about resources available to assist with workplace adjustments for people with disabilities.</p>	<p>Recruitment activities and training reflect merit based principles.</p> <p>In order to provide appropriate assistance for people with writing difficulties, the Complaint Handling Procedures, the Client feedback form and the Guarantee of Service were reviewed and revised.</p> <p>Information about how to access resources included in induction, staff and management training programs.</p>
Information about services	<p>Develop policies and procedures that incorporate the needs of staff with disabilities.</p> <p>Monitor the format of guidelines on the Department's services to identify barriers in the provision of information for people with disabilities.</p>	<p>Policies and procedures monitored and revised as necessary.</p> <p>All public information is appropriate and accessible to people with disabilities.</p>
Raising Awareness	<p>Maintain and promote the Making Connections Website as a valuable resource on spinal cord injury and conditions.</p> <p>Provide a grant and in-kind support to the Australasian Spinal Cord Injury Network (ASCIN) to facilitate its establishment.</p>	<p>Comprehensive information resource for people with spinal cord injury, their families, carers and spinal cord injury researchers and healthcare professionals.</p> <p>Grant applied by ASCIN to advance treatments for spinal cord injury and disease by promoting excellence in research and clinical practice through communication, collaboration and capacity building.</p>

Appendix 6

Equal Employment Opportunity

The Department is committed to implementing policies and practices, which meet legislative requirements in terms of Equal Employment Opportunity (EEO).

Major EEO outcomes for the year:

- › reviewed and updated the Harassment and Bullying Prevention Policy
- › incorporated EEO and Anti-Discrimination sessions conducted by the Anti-Discrimination Board into the Management Development Program
- › reviewed and updated the Recruitment and Selection Training Program to heighten awareness of EEO issues and merit based principles
- › revised the Department's New Starter Pack to enhance awareness of EEO issues, policies and programs
- › provided information to staff through induction and training programs about resources available to assist with workplace adjustments for people with disabilities
- › published a monthly HR Newsletter for communicating information to staff about key HR issues, programs and initiatives
- › provided opportunities through the Performance Development Program for managers to integrate EEO accountabilities with performance planning and evaluation processes, and to identify training and career development needs
- › reviewed and updated the range of work and family initiatives which include flexible work options, access to appropriate facilities, subscription to child / eldercare resource kit, subscription to an advisory / referral service and employer sponsored child care
- › maintained membership with Diversity NSW as means of exchanging information and enhancing our EEO initiatives
- › participated in the Women's Forum as part of the consultation process for the NSW Public Sector Women's Employment and Development Strategy.
- › supported International Women's Day, by taking a table at the UNIFEM Breakfast
- › participated in the coordinated approach to advertising for the NSW Public Sector Indigenous Cadetship Program
- › promoted the Department as an EEO employer, through advertising and promotional material.

Trends in the representation and distribution of EEO groups are shown in the following tables.

A. Trends in the representation of EEO target groups

EEO target group	% of Total Staff				
	Benchmark or Target	2005	2006	2007	2008
Women	50%	52	63	64	62
Aboriginal people and Torres Strait Islanders	2%	1.9	1.2	1.4	1.2
People whose first language was not English	19%	18	16	12	11
People with a disability	12%	5	5	3	3
People with a disability requiring work-related adjustment	7%	0.5	1.1	0.6	0.3

B. Trends in the distribution of EEO Groups

EEO target group	Distribution Index				
	Benchmark or Target	2005	2006	2007	2008
Women	100	87	84	80	87
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People whose first language was not English	100	96	92	97	96
People with a disability	100	n/a	101	n/a	n/a
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

1. Staff numbers are as at 30 June 2008.

2. Excludes casual staff.

3. A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by the Office of the Director of Equal Opportunity in Public Employment (ODEOPE).

4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

Appendix 6 (cont'd)

Planned Activities for 2008–09

General

- › review the Department's Code of Conduct, Grievance Policy and Procedures, Induction Program and Management Development Program
- › develop an Equity and Diversity Plan, which incorporates the EEO Management Plan and Aboriginal Employment Strategy
- › review and revise New Starter Pack to include instructions for the collection of EEO data
- › analyse Workforce Profile Report to identify gaps in achievement of benchmark targets
- › analyse the Department's Employee Assistance Program report data and review formal grievances lodged.

Aboriginal and

Torres Strait Islander

- › implement Making It Our Business strategies to improve recruitment, development and retention of Aboriginal and Torres Strait Islander people
- › participate in the NSW Public Sector Indigenous Cadetship Program and internship programs run through universities to broaden access to employment programs available to Aboriginal and Torres Strait Islander people
- › explore potential for creating and filling identified positions within the Department
- › undertake recruitment to fill an identified graduate position.

Women

- › run elections for new Spokeswomen as a precursor to reinvigorating the Department's Spokeswomen Program

- › re-establish the Department's Women's Development / Networking Group for female staff members and develop a program of workshops. The Group's role will be to promote networking among female staff and suggest strategies and initiatives to the Department's Senior Management Team that improve the workplace for women and generally raise awareness among managers about the issues that affect women in the workplace. The Department's Spokeswomen will then undertake the role of a Steering Committee to drive this program forward in 2008–09.

Appendix 7

Ethnic Affairs Priorities Statement

The Department undertook a range of initiatives in supporting the Ethnic Affairs Priorities Statement.

Investment, business and skilled migration

The Department sponsored 452 potential business migrants, an increase of three per cent from 2006–07. Over 80 per cent of business migration applicants sponsored by the Department were approved by the Commonwealth Department of Immigration and Citizenship. These business migrants are expected to invest over \$57 million, create almost 1,000 jobs and generate \$530 million in exports over five years. The business migration program will continue in 2008–09.

The Department prepared promotional material for distribution at the World Youth Day event held in Sydney in July 2008. This will provide an opportunity to promote the State to potential business and skilled migrants with a view to attracting entrepreneurs and workers with skills in demand to regional and metropolitan New South Wales.

The Department continued to promote the State's language skills to potential overseas investors. Promotional flyers were produced to highlight to potential investors the advantages of investing in New South Wales. During the year the Division's four Chinese language flyers were updated. The Division's Japanese language flyer and Chinese language brochure remained current.

New South Wales — Asia Business Council (ABC)

During the year, the NSW–Asia Business Council was expanded from 14 to 22 members. New members brought strong linkages to key markets such as China, India and the Middle East, and broadened the membership of the Council. The Council plays a valuable role in giving support and direction to NSW Government activities fostering closer trade and investment relations with Asian economies.

The Council hosted the 2007 Premier's Asia Business Dinner, which was the Council's showcase event for 2007–08, attracting 460 guests directly involved with trade and investment between NSW and Asian economies. The Council undertook an investment visit to Newcastle in May 2008. The visiting group consisted of ABC members, the Australian–Asian business community, diplomatic corps and the Asian media. The focus of the visit was to showcase the region's potential for tourism, education and wine exports.

Using Interpreter and Translators — Policy and Procedures

The Department developed a new policy *Using Interpreters and Translators — Policy and Procedures* to provide guidance to staff on using interpreters and translators. It provides practical tips and information to staff who are involved in undertaking translations of Departmental material, or who need to use an interpreter.

Appendix 7 (cont'd)

Small Business

The Department's *Trade Promotion Program* offers NSW export ready companies an effective and efficient way to identify new international markets for their goods and services. Trade missions and individual business visits to emerging markets around the world are organised and NSW business participation in international exhibitions is supported.

The Department's pre-departure briefings are a key aspect of preparing companies for their market visit. The briefings include sessions from industry professionals covering various aspects of doing business overseas, including addressing cultural issues and local customs in the relevant markets.

In 2007–08, the Department conducted ten briefings for NSW companies participating in scheduled trade missions and exhibitions to Chile, China, India, Japan, Singapore, the United Arab Emirates, and the United States of America.

The Department also arranged translations of marketing materials for each company participating in the trade mission to Japan and hired interpreters to facilitate business opportunities during the visit.

The Department developed a range of small business fact sheets, seven of which were translated into five community languages (Arabic, Chinese, Italian, Greek and Vietnamese). These brochures were distributed through the Department's ethnic community business networks and Business Advisory Services (BAS) program contractors. The fact sheets were accessible on the Department's small business website and sent in hard-copy to members of the community on request.

The Western Sydney Business Centre collaborated with the Australian Arab Business Network Inc by sourcing and assisting with speakers for its monthly functions. The Sydney Business Advisory Services provided regular business input to the *Business Hour* of the Muslim Community Radio 2MFM 92.1 as well as advertising its business assistance services in the radio's magazine *Muslim Hub*.

Statistics on cultural and linguistic diversity are kept for each *Women in Business Growth Strategy Workshop*. In 2007–08, results showed that approximately 27 per cent of participants in metropolitan Sydney workshops and 13 per cent of participants in regional workshops come from culturally and linguistically diverse backgrounds.

Business Advisory Services, located in areas with a high proportion of culturally and linguistically diverse business / owner operators, deliver special information services for particular language groups on a demand-driven basis. For example, the Chatswood Business Advisory Service (BAS) holds regular briefings with northern suburbs-based migrant groups such as MOSAIC (Willoughby Council) and the Lower North Shore Multicultural Network and the Australia–Chinese Business Development Association. They also attend regular meetings with NSW Adult Migrant English Service centres to highlight BAS services. The Northern Sydney Business Advisory Service runs regular Import Export Workshops in conjunction with Hornsby Council with participants drawn from the migrant population of the Hornsby area.

In addition, the Northern Sydney BAS also has regular contact with the following ethnic organisations:

- › Friendly Aliens Multicultural Association, Manly
- › Ethnic Services through Willoughby Council, Chatswood
- › Seva International Inc, St Ives
- › Armenian General Benevolent Union, Neutral Bay
- › Community Settlement Service Scheme, Crows Nest.

Small Business Development Corporation

The Small Business Development Corporation is a statutory advisory body appointed by the Governor and recommended by the Minister. The Corporation consists of 13 members, four of which are women. The Chair of the Corporation, Ms Michele Greig, migrated from Italy. Ms Leigh Bryant, a member, migrated to Australia from Germany.

Nominations for people from culturally and linguistically diverse backgrounds were encouraged via the Expression of Interest form for Board representatives.

The Chair and member positions were advertised in the major Sydney and Regional press and in five ethnic press publications: Chinese Daily, An Nahar (Arabic), Greek Herald, La Fiamma (Italian) and Chieu Dong (Vietnamese).

Tourism NSW

Through the National Visitor Safety Working Group, Tourism NSW was involved in initiatives to improve visitor safety. The agency contributed towards the development of a brochure entitled *Travel Safely in Australia* to help visitors learn more about travel safety in Australia. To ensure that travel safety messages were consistent, accessible and complete, the brochure was translated into seven languages: Chinese, French, German, Italian, Japanese, Korean and Spanish, and made available from all State tourism organisations and most visitor information centres.

Tourism NSW arranged promotional events and activities such as the Focus on India event in August 2007 to leverage destination promotion upon release of the Bollywood film, *Heyy Babyy*, which was filmed in Sydney. Some of the key messages communicated during the promotional events were targeted at Indian leisure travellers, the Indian business community and the Indian film community. The film is estimated to have reached a global audience of more than one billion viewers (including the Indian community in Australia) due to its broad demographic appeal.

The Department also promoted cultural events to a domestic audience as part of the Sydney brand campaigns and these included:

- › Arts of Islam Exhibition — Art Gallery of NSW
- › Taisho Chic Exhibition — Art Gallery of NSW
- › Sydney Film Festival (World Films)
- › Chinese New Year Festival
- › Sydney Italian Festival
- › Primo Italian Festival

Appendix 7 (cont'd)

- › Gourmet Safari Tours within the multicultural communities of Auburn, Cabramatta, Murrumbidgee, Punchbowl, Haberfield, Earlwood
- › Sydney Eat Streets including Stanley St, East Sydney Norton St, Leichhardt, Church St, Cabramatta
- › Asian Fusion Dining in Sydney.

Comprehensive multilingual consumer websites were developed and launched in seven languages including Traditional and Simplified Chinese, Japanese, Korean, Italian, French and German. Tourism NSW websites now cater for fifteen international markets. The Department will continue to develop and support its existing multilingual consumer websites in 2008–09.

Retail Tenancy

The Retail Tenancy Unit (RTU) provides interpreter services for clients. Application forms for Retail Lease Disputes and Rental Bond Disputes include an area to self-nominate the need for an interpreter. The RTU has documented procedures for the use of interpreters in mediation processes and maintains a record of calls and mediation sessions requiring an interpreter. Disputes are analysed for cross-cultural conflict content and where necessary an appropriate mediator with cross-cultural skills is appointed. Staff and mediator feedback is sought on the effectiveness of services provided where interpreters are used. Data has also been analysed and used to inform the development of translated publications.

The *Retail Tenant's Guide* has been translated into Arabic, Chinese, Korean, Turkish and Vietnamese. The Unit, which has developed and produced an *Information Kit for Retail Tenants* during the year, is planning to have it available in several languages.

Communications initiatives

Throughout the year the Department has developed integrated strategic marketing initiatives promoting business programs and services to the ethnic or CALD (Culturally and Linguistically Diverse) audiences in New South Wales, Australia and internationally. Using a mix of communication channels and collateral, the Department produced materials to support various campaigns.

In terms of identifying which ethnic communities should be targeted through the communications program, the Department reviewed 2001 ABS statistics, and consulted with relevant Divisions. The major campaigns complied with requirements to use ethnic media outlets as below:

Payroll Tax Incentive Scheme 2007

The Payroll Tax Incentive Scheme is a key element of the NSW Government's approach to assisting new and existing businesses to establish and grow in locations where unemployment is above the State average. The ethnic media schedule was planned around 'eligible for the incentive' areas in New South Wales targeting the main communities residing within those areas and regions in Sydney.

Translated advertising to communicate the scheme in Arabic, Chinese and Vietnamese appeared in the following print media: An Nahar, Al Furat, Australian Chinese Daily, Chinese Community News, Chinese Sydney Weekly, Sing Tao, Chieu Duong, Dan Viet, Saigon Times.

Small Business September 2007

The Department developed a branded campaign promoting *Small Business September 2007* events aimed at small to medium-sized businesses in New South Wales. The events were designed to assist business owners and operators enhance their business skills and knowledge, increase their network of contacts and gain market intelligence to help grow their businesses.

The ethnic media schedule was based upon the location of the events and the communities residing in those areas. The advertisements were translated in Arabic, Chinese and Vietnamese. Targeted print media included: An Nahar, Al Furat, Chinese Community News, Sing Tao, Indus Age, Dan Viet, Saigon Times, National Indigenous Times.

Biofuels 2007

The Department developed an advertising campaign promoting the introduction of the NSW Government's ethanol mandate. The media selected was based on nationalities which have the highest population potential within New South Wales.

Translated advertising appeared in Arabic, Chinese and Vietnamese in the following print media: An Nahar, Al Furat, Australian Chinese Daily and Dan Viet. Advertising in English appeared in The Indian Link.

Business Migration 2007

The Department translated the existing Business Migration Visa 163 and 892 flyers into simplified Chinese providing information on the main NSW State sponsored visas. The publications have been placed on the Department's website and are distributed at national and international Trade Expos.

Red Tape Review 2007

The Red Tape review is a NSW Government initiative reviewing industry sectors to reduce the administration and financial burden of regulatory compliance for small businesses in New South Wales.

An advertising campaign calling for input and submissions from Turkish, Macedonian, Spanish, Vietnamese, Greek, Chinese and Russian communities into the real estate, rental and hiring industries was placed in the following print media: An Nahar, Australian Macedonian weekly, Dunya Turkish News, Spanish Herald, Viet Luan, Greek Herald, Novosti, Dan Viet, Hoju Dong — A, Australian Chinese Daily, Chieu Duong, El Telegraph, Sing Tao.

Appendix 7 (cont'd)

Home Based Business Week Campaign 2008

The *Home Based Business Week Campaign* is a fully integrated branded campaign promoting events aimed at home based businesses in New South Wales. The events were designed to assist business operators enhance their skills and knowledge, increase their network of contacts and gain market intelligence to help grow their businesses.

The ethnic media schedule was based upon the location of the events and the communities residing in those areas. The advertisements were translated in Arabic, Chinese and Vietnamese. Targeted print media included: An Nahar, Al Furat, Chinese Community News, Sing Tao, Indus Age, Dan Viet and the Saigon Times.

Industry

The Department supported the launch of a publication on the history of the de Luca family, master gelato makers. The Department used the story as a case study of a successful business migrant to New South Wales. Stepan Kerkasharian, Chair of the Multicultural Affairs Commission, was guest speaker. The event attracted around 120 people.

The Department promoted the cultural attributes of the State's food suppliers (including Halal or Kosher certified products) through its NSW Food Export Directory and various promotional activities undertaken to help local companies identify new export markets, including inbound buyer missions, overseas in-store promotions and trade exhibitions.

The Australian International Sporting Events Secretariat, a collaborative initiative by the Department and the Victorian Government, published two industry directories, *The Golden Pages of Australian Olympic Expertise* and *The Winning Edge* in English and Chinese to promote Australia's capability in the major international events industry in the China market and among Chinese speakers.

Appendix 8

Freedom of Information

The following information is set out in accordance with the format prescribed in the Premier's Department Freedom of Information (FOI) Procedure Manual, 1994.

Statement of Affairs

Under the *Freedom of Information Act 1989*, each agency is required to publish an annual Statement of Affairs. The Statement describes the structure and functions of the agency and lists the categories of documents held by the agency. It also sets out how to obtain documents that are eligible for public scrutiny under legislation. The following information satisfies the legislative requirements of the Act.

Structure and functions

The Department was created in December 1995 following the amalgamation of the Department of State Development and the Department of Business and Regional Development. The Department's expanded structure, functions and charter are detailed at the beginning of this Report.

Effect of functions on members of the public

Much of the Department's work has an indirect impact on the general public. By encouraging investment, exports, industry development, tourism and science and medical research, sustainable jobs were created for the people of New South Wales.

The Department's business, tourism, and science and medical community target markets were directly influenced by the Department's activities in:

- › assisting major commercial projects, providing key business information and statistics, and assisting existing businesses with projected expansion and new domestic projects
- › providing advice and access to business skills and information, encouraging the development of exports and the provision of support for international trade markets

- › developing and implementing strategic frameworks for the State's research sector
- › managing and administering medical research grants programs
- › promoting New South Wales destinations to international and domestic visitors.

Arrangements for public participation in policy formulation

The Department invites public participation in policy formulation through private sector membership on Advisory Committees and Development Boards including: the Small Business Development Corporation, Regional Development Boards, the Tourism NSW Board, Regional Tourism Organisations, business forums, research and other non-profit organisations.

Categories of documents held

In accordance with the Freedom of Information Act 1989, the Department holds the following categories of documents:

- › correspondence with other governments, local councils, community groups, the private sector
- › briefing papers and advice to Ministers, departments and authorities
- › plans, sketches, diagrams and photographs relating to projects and programs
- › overseas travel arrangements
- › consultants' reports
- › documents relating to committees serviced by the Department
- › internal administration, including recruitment and accommodation, staff and establishment, financial and expenditure, management and audit, records management
- › itineraries and programs for visiting trade delegations and other designated significant visitors.

Specific documents and publications

The Department maintains a number of policy documents and produces a number of publications relating to its functional role. A full list of documents published is listed in this Report on page 156. Copies can be obtained free of charge by contacting:

Appendices

Appendix 8 (cont'd)

The Communications Unit
NSW Department of State
and Regional Development
Level 47, MLC Centre
19 Martin Place
SYDNEY NSW 2001
Tel: (02) 9338 6859
Fax: (02) 9338 6890
Email:
businessweb@business.nsw.gov.au
Hours:
Monday–Friday 9.00am–5.00pm.

Archives

Out of date or inactive files, as classified by the Department's disposal schedule (approved by the State Records Authority) in accordance with the State Records Act, 1998, are stored at the Government's Record Repository in Kingswood, Sydney.

Computer-based information

The Department maintains a number of websites and related information tools that provide up to date business information to the public.

Access arrangements, procedures and points of contact

An application and \$30 fee should accompany requests for access to documents under the FOI Act. An application is available from the FOI Coordinator. Upon receipt of a request, the applicant will be advised of the outcome of the application within 21 days, subject to the provisions of the Act.

Requests for access to documents should be made to:

FOI Coordinator
NSW Department of State
and Regional Development
Level 49
MLC Centre
19 Martin Place
SYDNEY NSW 2001
Tel: (02) 9338 6600
Fax: (02) 9338 6830
Email:
businessweb@business.nsw.gov.au

Rebates of 50 per cent are offered on all charges:

- › for pensioners
- › for non-profit organizations
- › where a public interest can be demonstrated.

Freedom of information statistics for 2007–08

Section A

Numbers of new FOI requests

FOI Requests	Personal	Other	Total
A1 New (including transferred in)	-	8	8
A2 Brought forward	-	1	1
A3 Total to be processed	-	9	9
A4 Completed	-	8	8
A5 Transferred out	-	-	-
A6 Withdrawn	-	-	-
A7 Total processed	-	8	8
A8 Unfinished	-	1	1

Section B

What happened to completed requests?

Result of FOI Request	Personal	Other
B1 Granted in full	-	2
B2 Granted in part	-	1
B3 Refused	-	5
B4 Deferred	-	-
B5 Completed	-	8

Section C

Ministerial Certificates

C1 Ministerial Certificates issued	-
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Section D

Formal consultations

	Issued	Total
D1 Number of requests requiring formal consultation(s)	-	2

Section E

Amendment of personal records

Result of Amendment Request	Total
E1 Result of amendment — agreed	-
E2 Result of amendment — refused	-
E3 Total	-

Section F

Notation of personal records

F3 Number of requests for notation	-
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Appendices

Appendix 8 (cont'd)

Section G

FOI requests granted in part or refused — Basis of disallowing access — Number of times each reason cited in relation to completed requests granted in part or refused.

Basis of disallowing or restricting access	Personal	Other
G1 Section 19 (application incomplete, wrongly directed)	-	-
G2 Section 22 (deposit not paid)	-	-
G3 Section 25 (1) (a1) (diversion of resources)	-	5
G4 Section 25 (1) (a) (exempt)	-	-
G5 Section 25 (1) (b), (c), (d) (otherwise available)	-	1
G6 Section 28 (1) (b) (documents not held)	-	1
G7 Section 24 (2) — deemed refused, over 21 days	-	1
G8 Section 31 (4) (released to Medical Practitioner)	-	-
G9 Totals	-	8

Section H

Costs and fees of requests processed — does not include costs and fees for unfinished requests. (Results for these are included in Line A8).

	Assessed costs	FOI fees received
H1 All completed requests	-	\$320

Section I

Type of discount allowed	Personal	Other
I1 Public Interest	-	-
I2 Financial Hardship — Pensioner / Child	-	-
I3 Financial Hardship — Non-profit organisation	-	-
I4 Totals	-	-
I5 Significant correction of personal records	-	-

Note: Except for item I5, items I1, I2, I3 and I4 refer to requests processed as recorded in A7. For I5, however, show the actual number of requests for correction of records processed during the period.

Section J

Days to process — calendar days

Elapsed Time	Personal	Other
J1 0–21 days	-	3
J2 22–35 days	-	3
J3 Over 35 days	-	2
J4 Totals	-	8

Appendices

Appendix 8 (cont'd)

Section K

Processing time — (A4) by hours taken to process (completed)

Processing Hours	Personal	Other
K1 0 – 10 hrs	-	7
K2 11 – 20 hrs	-	1
K3 21 – 40 hrs	-	-
K4 Over 40 hrs	-	-
K5 Totals	-	8 hours

Section L

Reviews and appeals — number finalised during the period

L1 Number of internal reviews finalised	2
L2 Number of Ombudsman reviews finalised	-
L3 Number of Administrative Decisions Tribunal appeals finalised	-

Details of internal review results — in relation to internal reviews finalised during the period

Basis of Internal Review	Personal		Other	
	Upheld *	Varied *	Upheld *	Varied *
Grounds on which internal review requested				
L4 Access refused	-	-	-	-
L5 Deferred	-	-	-	-
L6 Exempt matter	-	-	1	1
L7 Unreasonable charges	-	-	-	-
L8 Charge unreasonably incurred	-	-	-	-
L9 Amendment refused	-	-	-	-
L10 Totals	-	-	1	1

* Relates to whether or not the original agency decision was upheld or varied by the internal review.

Appendix 9

Government Sustainability Policy

The new *NSW Government Sustainability Policy* supersedes the *Energy Management Policy* and encapsulates a broader range of sustainability issues including:

- › sustainable water and energy use
- › reducing greenhouse gas emissions
- › waste and fleet management and
- › sustainable purchasing.

The new policy establishes new targets and benchmarks that will be disclosed in future years' reporting.

Corporate Commitment

The Department is aware of the NSW Government's commitment to becoming carbon neutral by 2020 and is prepared to adopt the principles of the new policy wherever possible, to ensure efficiency in its use of water and energy, by producing less waste, and by taking advantage of the Government's purchasing power to drive efficiency and environmental sustainability.

Planning

In line with the *NSW Government Sustainability Policy*, the Department will rate the environmental performance of both its Sydney CBD locations to the National Australian Built Environment Rating Scheme (NABERS) on a 1–5 star scale. The outcomes of these ratings will be reviewed with the view to increasing the Department's overall GreenPower purchasing.

Throughout the next twelve months the Department will be closely monitoring its fleet mix and utilisation. The Department continues to target replacement vehicles with smaller engine capacities and high Environmental Performance Scores (EPS).

Performance against goals

The Department used 9,486 gigajoules of energy, which generated 1.767 tonnes of carbon dioxide. When compared to the 1996–97 base year, the 2007–08 usage is less than 1 per cent increase in energy consumption. This is a significant achievement as the 1996–97 base year related to 50 per cent less staff. The reduction in the total number of litres of fuel used in the motor vehicle fleet also contributed to the reduction in energy during the 2007–08 reporting period and represented a 27 per cent reduction in comparison to the 1996–97 base year.

Future Direction

As targets in the new policy become known, the Department is committed to meeting the challenges of achieving these targets and assisting the Government in leading by example.

Appendix 10

Grants to non-government organisations

Organisation	Project	Amount
Business Surviving Drought Program		
Provides a range of measures to help established regional non-farm businesses to survive the drought. Assistance includes payroll tax relief, business improvement and recovery strategies, business surviving drought workshops and other initiatives.		
Rotary Club of Deniliquin Inc	Conduct 'Family Gathering Events' for rural families	\$800
Community Economic Development Program		
The program is designed to increase business and economic activity and foster commitment from local government to economic development. The program benefits the broader community, particularly the business community. Organisations such as chambers of commerce and local Councils are eligible to apply on behalf of their community.		
Baradine Progress Association Inc	Project coordinator for development of an investment prospectus	\$7,000
Brunswick Heads Chamber of Commerce	Research and development of a tourism trail	\$2,500
Camden Haven Community College	Marketing materials	\$7,000
Central Western Regional Development Board	Marketing and promotion	\$1,792
Committee of Speed on Tweed Pty Inc	Events Subsidy — Speed on Tweed	\$9,000
Coolah District Development Group	Events Subsidy — Jazz in the Tops	\$10,000
Cowra Tourism	Business / Tourism Development	\$2,500
Cowra Tourism	Business retention and expansion survey	\$2,115
Dunedoo & District Development Group Inc.	Employment of an event coordinator and promotion of Bush Poetry Festival	\$5,000
Dunedoo and District Development Group Inc	Workshop on taking advantage of festival activities	\$2,620
Ettalong Beach Business Group Inc	Marketing plan, marketing materials and surveys	\$8,825
Gloucester District Chamber of Commerce Inc	Business retention and expansion survey	\$4,000
Kurri Kurri — Towns With Heart Inc	Event subsidy	\$7,000
Lake Eucumbene Chamber of Commerce	Towards the Future Direction project	\$7,500
Molong Advancement Group	Funding towards event coordinator and administration costs	\$10,000
Moree on a Plate Inc	Events subsidy	\$10,000
New Train Incorporated	Event co-ordination and marketing	\$5,000
Northern Regions CED	Training Cost — New England	\$180
Orana Valley Axmen	Event promotion and development of a business / marketing plan	\$4,000
Outback Beds Inc	Outback Beds Farm Tourism Network Development	\$5,610
Forbes Promotion & Development Inc	Marketing and promotion — Forbes Speciality and Boutique Shopping Guide	\$1,318
Shoalhaven Business Chamber Inc	Impact Environment Conferences — Mid Coast Eco Expo	\$4,000
Snowy Monaro Business Entertainment Centre Inc	Establish a Rural Enterprise Facilitation Centre	\$5,000
The Milparinka Heritage & Tourism Assoc	Promotion and marketing of region	\$10,000
Thredbo Chamber of Commerce	Bushfire Recovery Project	\$9,000
Trangie Action Group	Funding towards Crossing the Divide Festival	\$5,000
Uralla Arts Council Inc	Promotional and marketing / material activities	\$5,000
Weereewa — A Festival of Lake George Committee Inc	Employment of event co-ordinator and promotional activities	\$5,000
White Cliffs Opal Field Tourist Association	Community strategic plan, marketing and promotional projects	\$4,500
Wollombi Heritage Tourism	Business / tourism development	\$5,750
Wollombi Valley Chamber of Commerce	Develop and establish a community website	\$5,000
Woodburn Chamber of Commerce	Business / tourism development	\$7,500
Woolgoolga Chamber of Commerce	Multicultural cuisine, dance and music festival	\$5,000

Appendices

Appendix 10 (cont'd)

Organisation	Project	Amount
Wyong Regional Chamber of Commerce	Business / Tourism Development	\$12,050
Yeoval Progress Assoc	Event coordinator for the Mulga Bill Festival	\$12,500
Local government organisations		
Armidale Dumaresq Council	Business planning	\$5,000
Bathurst Regional Council	Promotion of Newtown's Playground event at Mt Panorama	\$12,500
Carrathool Shire	Development of the Carrathool Shire Tourism Brochure	\$3,250
Clarence Valley Council	Employment of Economic Development Officer	\$7,500
Clarence Valley Council	Strategic planning	\$2,061
Clarence Valley Council	Consultancy fees for events and festival development workshops	\$3,650
Cooma Monaro Shire Council	Tourism / business development	\$3,750
Cowra Shire Council	Employment of Economic Development Officer	\$12,500
Forbes Shire Council	Development of a new Tourism Plan for the Shire	\$3,475
Great Lakes Council	Forster Anaconda Adventure Race 2007-08	\$12,000
Greater Hume Shire	Assistance towards Holbrook Festival	\$7,000
Inverell Shire Council	Business and Industry Development Project	\$12,000
Jerilderie Shire Council	Production of the Jerilderie Visitors' Guide	\$4,680
Lake Macquarie City Council	Strategic planning	\$12,500
Leeton Shire Council	Economic Development Strategy planning workshops	\$2,609
Liverpool Plains Shire Council	Employment of economic development officer	\$3,000
Liverpool Plains Shire Council	Mainstreet Coordinator training	\$1,000
Narrabri Shire Council	Business and marketing plan for Nosh on the Namoi	\$3,000
Narrandera Shire Council	Business workshops and business plan for the John O'Brien Festival	\$2,500
Parkes Shire Council	Employment of an events officer	\$12,500
Port Stephens Council	Strategic planning	\$1,935
Shoalhaven City Council	Printing, advertising and promotional material	\$5,000
Temora Shire Council	Marketing and promotion of the Temora Festival	\$4,000
Tumbarumba Shire Council	Employ Economic Development Officer	\$15,000
Tumut Shire Council	Employ a Community Events Co-ordinator	\$5,000
Upper Hunter Shire Council	Youth forum facilitation	\$4,431
Upper Lachlan Shire Council	Brochure to showcase local produce, wine and art	\$3,175
Uralla Shire Council	Tourism development	\$7,500
Uralla Shire Council	Employ Economic Development Officer	\$12,500
Uralla Shire Council	Employ Economic Development Officer	\$35,000
Wakool Shire Council	Production of tourism / event marketing materials	\$10,000
Wellington Council	Tourism signage in Wellington	\$7,500
Wollongong City Council	Business Retention and Expansion Surve(BRE)y	\$4,500
Young Shire Council	BRE Survey	\$1,884

Developing Regional Resources

Provides funding for local or regional organisations investigating economic opportunities and pursuing innovative approaches to economic development.

Arts Mid North Coast	Network development	\$20,000
Arts Mid North Coast	Market research of creative industries on Mid North Coast	\$3,750
Australian Film & Television School	Pilot business workshops for filmmakers in 2 regional NSW locations — Northern Rivers and Illawarra	\$58,066

Appendices

Appendix 10 (cont'd)

Organisation	Project	Amount
Broken Hill Community Foundation	Network Development	\$12,500
C B Alexander Foundation	Employ Economic Development Officer	\$10,000
Central Coast Tourism Inc	Economic Impact Survey on the Australian Springtime Flora Festival	\$2,000
Central Coast Tourism Inc	Event 2008 Australian Regional Economies Conference	\$5,000
Centroc	Employment of Industry Development Officer	\$60,000
CRC for Sustainable Tourism Pty Ltd	Tourism development	\$10,000
Enterprise and Training Company	Employment of Industry Development Officer	\$25,000
Gowest Regional Development Board	Sponsorship Orana Business Excellence Awards	\$3,000
Gowest Regional Development Board	Strategic planning	\$909
Hawkesbury and Patonga Creek Oyster Restructure Association	Review of environmental factors to assist in the restructure of the oyster industry	\$7,875
Hunter Business Chamber	Sponsorship Business Development Forums	\$3,000
Hunter Economic Development Corporation	Feasibility Study / Plan for proposed development of an intermodal freight hub	\$25,500
Hunter Manufacturing Awards Inc	Sponsorship — Hunter Manufacturing Awards	\$5,000
Hunter Region Business Enterprise Centre Inc	Sponsorship Hunter Region Business Excellence Awards 2008	\$400
Hunter Valley Vineyard Association	Strategic Partnership for Trade Fairs in Qld	\$2,500
Hunter Valley Wine Industry Assoc	Good Food and Wine Show — Brisbane Qld 2007	\$1,878
Hunter Wetlands Centre	Assistance to employ Marketing Manager and Marketing Assistant	\$15,511
Illawarra Business Chamber	IBC Business Expo 2008 Sponsorship	\$1,000
Illawarra Business Chamber	Sponsorship of the Illawarra Business Awards 2008	\$4,150
Illawarra Business Chamber of Commerce	Assistance with funding a pilot "Illawarra Business Vitality Project"	\$12,000
Illawarra Innovation Industry Network	Strategic Partnership Project — Targeting Skills Needs	\$9,000
Illawarra Innovation Industry Network	2007 Targeting Skills Needs	\$14,750
Illawarra Innovative Industry Network	Network development	\$26,000
Inland NSW Tourism Awards Inc	Marketing and promotion of Inland NSW Tourism Awards 2007	\$1,000
Northern Inland Regional Development Board	Preparation of food and wine brochure	\$5,000
Northern Rivers Screenworks Inc	Operation of the Northern Rivers Film and Television Office	\$15,000
Northern Rivers Visual Arts Network Inc	Employ Economic Development Officer	\$10,000
Orange Chamber of Commerce & Industry Inc	Assistance to host the 2007 Business Awards in Orange	\$2,500
Orange Regional Vignerons Association	Produce and launch event marketing collateral	\$10,000
Parkes Forbes Enterprise Development Centre	Inland Aboriginal Regional Small Business Awards	\$1,500
Port Macquarie Community College	Home Based Business Workshops	\$5,550
Poultry Meat Industry Committee	Research / Development of Code of Practice	\$20,000
Shoalhaven Area Consultative Committee Inc	Shoalhaven Womens Conference 06	\$500
Southern Highlands Manufacturers Cluster	Engagement of a Co-ordinator to organise Expos for 2007 & 2008.	\$6,500
Southern Highlands Vignerons Association	Sponsorship of awards — Bronze sponsor	\$500
Tweed & Coolangatta Tourism Inc	Business plan	\$10,000
Tweed Tourism Inc	Workshop / Event — from the Australian Export Council Symposium and the Australian Tourism Exchange	\$3,150
Tweed Tourism Inc	Strategic Planning — Taste the Tweed Project	\$5,000
Upper Hunter Country Tourism Inc	Promotional and marketing activities	\$10,000
Walgett Shire Council — Lighting Ridge Opal & Fossil Centre Inc.	Strategic business plan	\$3,450
Walgett Special One Co-op Ltd	Feasibility Study for value-adding to products	\$20,000

Appendices

Appendix 10 (cont'd)

Organisation	Project	Amount
Wallis Lake Fisherman's Co-op Ltd	Business Plan to identify opportunities for long term sustainability	\$6,250
Wellington Fundraisers Inc	Marketing and promotion of the Percy Street Harvest Festival	\$500
Young Achievement Aust	2008 YSS's Business Skills Program in regional NSW	\$12,000
Local government organisations		
Broken Hill City Council	Feasibility study for Far West NSW Growth Strategy	\$4,718
Cessnock City Council	"Wine Hunter" marketing project	\$3,000
Cessnock City Council	Transport and accommodation for visiting media	\$3,000
Coffs Harbour City Council	Coffs Harbour investment attraction strategy promotion material	\$10,000
Cooma Monaro Shire Council	Employment of Economic Development Manager	\$10,000
Coonamble Shire Council	Feasibility study towards investment plan to attract new operators	\$10,000
Forbes Shire Council	Implementation of Council's Economic Development Strategic Plan	\$18,750
Gosford City Council	Strategic Partnership Australian Sister Cities Assoc 08 Conference	\$4,500
Great Lakes Council	Strategic planning	\$10,000
Hasting Council	Sponsorship Australian Regional Economies Conference	\$4,000
Hunter Councils Inc	Employment of Industry Development Officer	\$50,000
Hunter Councils Inc	Business plan to identify potential partners, funding sources and viability of establishing a Regional Data Centre	\$6,000
Hunter Councils Inc	Employment of Industry Development Officer	\$10,000
Nambucca Shire Council	Sponsorship NSC Investment Tour	\$348
Port Macquarie Council	Promotional & Marketing / Material Activities	\$7,500
Port Stephen Council	Consultancy / Development Strategy	\$39,997
Shellharbour City Council	Marketing the Illawarra Regional Airport	\$20,000
Shellharbour City Council	Economic Gardening Project stage 2	\$25,000
Shoalhaven City Council	Investment plan to attract new operators	\$9,523
Singleton Council	Strategic planning for Singleton	\$15,000
Tweed Shire Council	Development of a business and marketing plan for a marine environment Education Centre at Hastings Point	\$19,019
Upper Hunter Shire Council	Employ Economic Development Officer	\$35,000
Wakool Shire Council	Planning — Master Plan	\$13,655
Wingecarribee Shire Council	Feasibility Study / Plan for a Southern Highlands located logistics distribution centre	\$10,000
Wollongong City Council	Wollongong Investment Attraction Strategy	\$30,000
Wyong Shire Council	Sponsorship of the Wyong Shire Strategic Vision Speakers and Speculation Program	\$3,000
Young Shire Council	Undertake a commercial and industrial lands review	\$25,000

Main Street / Small Towns

Assists communities to take a strategic and proactive approach to their economic development

Brunswick Heads Chamber of Commerce Inc	Development of a branding identity and logo, a township marketing plan and materials, a tourism audit, customer survey	\$3,000
Cessnock Chamber of Commerce	Rand community planning project	\$10,000
Hay Tourism & Development Inc	Staging of "Inverell on display"	\$12,500
Illawarra ITEC Ltd	Funding towards BRE Survey, Business Workshop and Toolkit	\$4,000
Karuah Working Together Inc	Establishment of a Southern Highlands Small Business Club for home based and small businesses	\$12,370
Kincumber & District Neighbourhood Centre Inc	Design and production of a promotional brochure	\$8,250

Appendices

Appendix 10 (cont'd)

Organisation	Project	Amount
Mudgee Region Tourism Inc	Part time Event Coordinator for Hay Shire	\$4,104
Myall Waterways Chamber of Commerce Inc	Develop an economic rejuvenation plan for South Grafton	\$2,500
Perisher Resorts Chamber of Commerce	Undertake a skill development programme	\$10,000
Wentworth Regional Economic Development Inc.	Employ Economic Development Officer	\$3,000
Local government organisations		
Ballina Shire Council	Funding towards BRE Survey, Business Workshop and Toolkit	\$10,750
Bathurst Regional Council	Newtons Playground — Mt Panorama Gravity-filled festival	\$12,500
Cabonne Council	Brochure to promote the 11 towns in Cabonne	\$2,000
Carrathool Shire Council	Community strategic planning and tourism marketing workshop	\$5,731
Clarence Valley Council	Develop an economic rejuvenation plan for South Grafton	\$5,000
Coolamon Shire	Coolamon on Display Event 2006 promotional activities	\$5,000
Eurobodalla Shire Council	Marketing activities and employ a coordinator for Moruya's River of art festival	\$1,350
Eurobodalla Shire Council	TV and print media promotional campaign for Narooma	\$15,024
Forbes Shire Council	Development of a new Tourism Plan for the Shire	\$4,500
Greater Taree City Council	Strategic plan for Greater Taree	\$17,500
Inverell Shire Council	Staging "Inverell on display"	\$2,000
Lismore City Council	Nimbin strategic event coordination for two years	\$5,000
Lismore City Council	Create a walking track in the village of Nimbin	\$2,500
Narrabri Shire Council	Employment of Community Economic Development officer, workshops and BRE survey	\$55,800
Tamworth Regional Council	Employment of an Event Co-ordinator	\$20,000
Tamworth Regional Council	Planning workshops	\$15,000
Tumbarumba Shire Council	Marketing to attract skilled and non-skilled labour to the town	\$4,500
Urana Shire Council	Rand community planning project	\$7,500
Warrumbungle Shire Council	Economic Development and Tourism Marketing Strategic Plan 2005–10	\$2,500

Regional Development Board Innovation Program

This program aims to develop best practice, innovative methods, techniques and approaches in the field of local / regional economic development; assist Boards in responding to local / regional development needs; and assist Boards in addressing identified strategic priorities for their region.

Business Central Coast	Business development program with the Central Coast Mariners Football Club	\$100,000
Business Central Coast	Study to identify and improve educational outcomes in the region	\$45,000
Capital Region Development Board	Capital Region Film and Television Production Liaison Program	\$64,380
Capital Region Development Board	Employment of Industry Development Officer	\$35,000
Capital Region Development Board	Rollout of broadband services to the Australian Capital Region	\$20,000
Capital Regional Development Board	Expansion of CRDB Regional Certifying Body Services for Skilled Migration Work Visas (s457 Visas)	\$10,000
Central West Regional Development Board	Funding for the attraction of skilled migration	\$20,000
Central Western Regional Development Board	Industry and skills development project in the Orange & Parkes region	\$30,000
Central Western Regional Development Board	Production and distribution of a quarterly regional business survey incorporating Central West and Orana regions	\$21,803
Central Western Regional Development Board	Map and survey the existing creative industries sector in the Western central region	\$25,000
Central Western Regional Development Board	Four business confidence surveys throughout regional NSW	\$7,268
Central Western Regional Development Board	Telecommunications Readiness Strategy	\$5,000

Appendices

Appendix 10 (cont'd)

Organisation	Project	Amount
Far Western Regional Development Board	Project coordinator, marketing, equipment hire / lease, and training	\$20,000
Far Western Regional Development Board	Business events to be held during Small Business September	\$12,000
Far Western Regional Development Board	Feasibility study into building a pavilion in Broken Hill	\$1,521
Far Western Regional Development Board	Arts / cultural research in the Far West	\$5,000
Gowest Regional Development Board	Small community retirement design	\$4,365
Gowest Regional Development Board	Orana Regional Excellence in Business Awards	\$4,400
Gowest Regional Development Board	Collaborative regional airport advertising and promotion 2007	\$10,000
Gowest Regional Development Board	Contribution towards costs for promotion of three events	\$7,000
Gowest Regional Development Board	Four business workshops, 'Making Business Work'	\$3,000
Gowest Regional Development Board	Attract retrenched Mitsubishi workers to the Orana Region	\$10,000
Greater Western Sydney Economic Development Board	Towards the project 'Make It In Macarthur Investment Drive'	\$10,000
Greater Western Sydney Economic Development Board	Employment of the Marketing & Events Officer for the third year of the Marketing Strategy	\$96,000
Greater Western Sydney Economic Development Board	Employment of Administration and Projects Officer positions	\$92,075
Greater Western Sydney Economic Development Board	Hawkesbury Harvest Stage III Project	\$20,000
Greater Western Sydney Economic Development Board	Development, delivery and hosting of a new Board Website	\$5,906
Greater Western Sydney Economic Development Board	Collateral, equipment hire and telemarketing for event	\$24,000
Hunter Economic Development Corporation	Operational funding of Hunter Export Centre	\$45,000
Hunter Economic Development Corporation	Implementation of the 2008 Hunter Means Innovation Festival	\$25,000
Hunter Economic Development Corporation	Coordination of the Hunter-Central Coast regional presence at Pacific 2008 International Maritime & Naval Expo @ Darling Harbour	\$23,000
Hunter Economic Development Corporation	Update of the Regional Economic Development Strategy	\$12,634
Hunter Economic Development Corporation	Business Networking Function and three Business and Community Forums	\$8,000
Hunter Economic Development Corporation	Targeted regional marketing initiative	\$31,000
Hunter Economic Development Corporation	Hunter Defence Industry Strategy Centre Project 2008	\$80,000
Illawarra Regional Development Board	Regional showcase for the Illawarra Food & Wine sector at Restaurant 2007 & 2008 trade expos	\$16,000
Illawarra Regional Development Board	Implement Stage 1 of the Illawarra Experience Industry program	\$10,000
Illawarra Regional Development Board	Implementation of the Sensis Business Directory	\$750
Illawarra Regional Development Board	Employment of an Asia Business Advisor to facilitate in-bound investment from China and other Asian countries to the Illawarra	\$20,000
Illawarra Regional Development Board	Attraction of SEGRA 2007 to Wollongong on Sept 17-19, 2007	\$12,500
Murray Regional Development Board	Feasibility study to investigate construction of a gas fired power generation facility at Deniliquin	\$5,000
Murray Regional Development Board	Marketing to attract skilled migration to the Murray area	\$5,000
Murray Regional Development Board	Proposal for funding "Clever Network"	\$10,000
Murray Regional Development Board	Technology to aid Business development project to Murray Region	\$40,000
Murray Regional Development Board	Murray Now, Promoting Sustainable Regional Growth Project	\$15,000
Murray Regional Development Board	Speakers and presentation at the Small Business September	\$2,840
Murray Regional Development Board	Workshops to be conducted in three Southern Region Regional Development Boards	\$5,473
Murray Regional Development Board	Murray Regional Development Board / Murray Business Skilled Migration Unit	\$20,000

Appendix 10 (cont'd)

Organisation	Project	Amount
Murray Regional Development Board	Innovation Project — Forest Plantations Community Forum 2008	\$5,000
Northern Inland Regional Development	NSW Parliament House Food and Wine Showcase	\$7,000
Northern Inland Regional Development Board	Attract skilled migrants to regional areas	\$45,000
Northern Inland Regional Development Board	Four small business expo in NE–NW region for Small Business September	\$5,000
Northern Inland Regional Development Board	Developing visual arts industry business capacity across NE–NW and promotional materials and marketing	\$14,000
Northern Inland Regional Development Board	Northern Inland Innovation Awards 2007	\$10,000
Northern Inland Regional Development Board	Developing a location image and skills database / website and marketing collateral for the region	\$25,000
Northern Rivers Regional Development Board	Employ a consultant to undertake a mentoring and support project over 12 months for indigenous food industry businesses	\$33,000
Riverina Regional Development Board	Skilled migration attraction activities	\$27,500
Riverina Regional Development Board	Implementation of the C Change project — year 2	\$90,000

Regional Economic Transition Scheme (RETS)

RETS provides assistance to projects in regional areas that have experienced sharp economic shocks as a result of structural adjustment or the loss of a major industry.

Local government organisations		
Cessnock City Council	Hunter and Central Coast business recovery strategy	\$4,850
Cessnock City Council	Wollombi BACK2 Business	\$5,000
City of Newcastle	Hunter and Central Coast business recovery strategy	\$10,000
Deniliquin Council	Workshop for decision making in a negative economic climate	\$3,000

Towns and Villages Futures Program

This program enables communities (with populations of less than 2,500) to undertake a planning process and implement projects that have community support and will result in new economic activity.

Barmedman Modified Tractor Pull Association	Promotion and marketing	\$2,500
Bulahdelah Chamber of Commerce and Tourism	Employing a project coordinator, preparing marketing materials and consultant / s conduct workshops to up-skill businesses	\$7,500
Burcher Progress Association	Vintage Tractor Pull and Engine Displays — promotion of event	\$2,000
Coolah District Development Group Inc	Employ event coordinator — Coolah Jazz in the Tops 2007	\$5,000
Greater Hume Shire Council	Employ event coordinator — Brocklesby Focus	\$6,500
Kangaroo Valley Arts Festival	Events — Kangaroo Valley Arts Festival	\$5,000
Milparinka Heritage & Tourism Association	Marketing activities to increase visitation to the Corner Country region of NSW	\$11,500
Nabiac Neighbourhood Centre Inc	Conduct marketing skills workshops for businesses; preparation of marketing materials	\$5,000
Snowy River Festival Incorporated	Events Subsidy — Snowy River Festival in Dalgety & Berridale	\$8,000
Local government organisations		
Coffs Harbour City Council	Employment of interim coordinator — Eastern Dorrigo Plateau community Planning activities	\$1,500
Jerilderie Shire Council	Production and promotion of the Jerilderie Visitors' Guide	\$4,680
Lockhart Shire Council	Events — Lockhart Spirit of the Land Festival	\$5,000
Upper Hunter Council	Merriwa Town Marketing Plan Business Workshop	\$3,401

Appendices

Appendix 10 (cont'd)

Organisation	Project	Amount
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Regional Flagship Events Program

The program supports regional events that have the potential to become tourism flagships for the region, building its image and boosting visitation from outside the region. All grants are provided for under the Tourism NSW Growth Program.

2008 Camden Haven Music Festival	Camden Haven Music Festival	\$10,000
Applause Street Theatre & Buskers Festival	Albury Central	\$10,000
Blue Mountains Music Festival	Blue Mountains Festival — Folk, Roots and Blues	\$20,000
Central Coast Country Music Festival	The Entrance Town Centre Management	\$20,000
Fatherhood Festival Bangalow	The Fatherhood Project	\$20,000
Festival of the Sun	Sands Events Pty Ltd	\$10,000
Griffith Festival of Gardens	Griffith City Council	\$10,000
Illawarra Folk Festival at Bulli	Illawarra Folk Club Inc	\$10,000
Ironfest	Ironfest	\$20,000
Kurri Kurri Nostalgia Festival and Cruise	Towns with Heart	\$10,000
Lovedale Long Lunch	Lovedale Vignerons Association	\$20,000
Mudgee Wine Celebration	Mudgee Wine Grape Growers Association Inc	\$10,000
New England Wool Expo	New England Wool Expo Inc	\$10,000
Parkes Elvis Festival	Parkes Shire Council	\$20,000
Port Stephens Blue Water Country Music Festival	Nelson Bay Town Management Inc	\$10,000
Sakura Matsuri (Cherry Blossom Festival)	Cowra Japanese Gardens Australia	\$10,000
See Change Winter Arts Festival	Jervis Bay & Basin Arts Inc	\$10,000
Snowy River Festival	Snowy River Festival	\$10,000
Timbertown Steam Festival	Timbertown Steam and Oil Engine Club Inc	\$10,000
Tumbafest	Tumbarumba Shire Council	\$10,000
Wine Roses and all that Jazz	Canberra District Wine Industry Association Inc	\$10,000
Winter Magic	Winter Magic Festival	\$10,000

Regional Tourism Organisations Funding

Regional Tourism Organisations (RTOs) have been established to provide effective regional coordination and administration of the tourism industry. Under the Regional Tourism Investment Program Agreement administered by Tourism NSW, RTOs undertake to market their nominated region of New South Wales and foster development to benefit their members, the industry and the wider community.

Blue Mountains	\$111,000
Capital Country	\$111,000
Central Coast	\$111,000
Central NSW	\$140,000
Hunter	\$111,000
Lord Howe Island	\$45,000
New England North West	\$140,000
Mid North Coast NSW	\$140,000
Northern Rivers	\$111,000
Outback NSW	\$140,000
Riverina	\$140,000
Snowy Mountains	\$111,000
South Coast (includes Illawarra)	\$222,000

Appendices

Appendix 10 (cont'd)

Visitor Information Centre Support

Visitor Information Centres and Regional Tourism Organisations that update the State Tourism Data Warehouse via the internet receive a performance-based payment on the number of updates made. A total of \$40,650 (excluding GST) was paid in 2007–08 for the updating of 4,065 product records.

Organisations that received payments were:

Armidale Visitor Information Centre, Ballina Visitor Information Centre, Barrington Tops Gloucester Visitor Centre, Batemans Bay Visitor Information Centre, Bathurst Visitor Centre, Blue Mountains City Council, Boorowra Visitor Information Centre, Broken Hill Visitor Information Centre, Cabonne Council, Central Coast Tourism, Clarence River Tourist Association, Cooma Visitor Information Centre, Coonabarabran Visitor Information Centre, Cootamundra Visitor Information Centre, Corowa Visitor Information Centre, Cowra Visitor Information Centre, Dubbo Visitor Information Centre, Goulburn Visitor Information Centre, Griffith Visitor Information Centre, Hay Visitor Information Centre, Hunter Regional Tourism, Inverell Visitor Information Centre, Jerilderie Visitor Information Centre, Kempsey Visitor Information Centre, Kiama Visitor Information Centre, Leeton Visitor Information Centre, Lismore Visitor Information Centre, Lithgow Visitor Information Centre, Maitland Visitor Centre, Manning Valley Visitor Information Centre, Mudgee Visitor Information Centre, Narrabri Visitor Information Centre, Narrandera Visitor Information Centre, Parkes Visitor Information Centre, Penrith Valley Visitor Information Centre, Queanbeyan Visitor Information Centre, Shellharbour Visitor Information Centre, Shoalhaven Visitor Information Centre, Singleton Council, Southern Highlands Visitor Information Centre, Sutherland Visitor Information Centre, Tumbarumba Visitors Centre, Tweed & Coolangatta Tourism, Wagga Wagga Tourism, Wellington Visitor Information Centre, Wollondilly Visitor Information Centre, Wollongong Visitor Information Centre, Yass Visitor Information Centre, Young Visitor Information Centre.

Organisation	Project	Amount
BioFirst Award		
Innovative and prestigious awards designed to attract leading biotechnology researchers to NSW.		
Associate Professor Antony Cooper	Garvan Institute of Medical Research	\$100,000
Associate Professor Paul Haynes	Macquarie University	\$50,000
Dr Andrew Mitchell	NSW Dept Primary Industries	\$50,000
Professor J. Goetz	University of Sydney	\$150,000
Professor John Dalton	University of Technology	\$25,000
Professor William Price	University of Western Sydney	\$25,000
Professor Mats Olsson	University of Wollongong	\$25,000
Dr Naomi Rogers	Woolcock Institute of Medical Research	\$75,000

Life Sciences Research Awards

Innovative and prestigious awards designed to attract outstanding life science research workers, not currently resident in NSW, to further their career in NSW. Formerly known as BioFirst awards

Dr Leslie Weston	Charles Sturt University	\$100,000
Dr Ian Paulsen	Macquarie University	\$50,000
Professor John Hodges	University of NSW	\$50,000
Professor Wolfgang Weninger	University of Sydney	\$50,000
Professor Ian Anderson	University of Western Sydney	\$100,000
Joint Chair in Traditional Chinese Medicine	University of Western Sydney and University of Sydney	\$800,000

BioLink Program

A business development company established to assist member organisations to commercialise their biotechnology intellectual property.

BioLink Partners		\$650,000
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Medical Research Support Program

Provides essential research infrastructure — the program is designed to reward research excellence, build on and enhance existing research strengths, and promote opportunities for economic gain.

ANZAC Health & Medical Research Foundation	\$814,739
Cancer Institute NSW	\$635,909
Centenary Institute of Cancer Medicine and Cell Biology	\$1,440,200
Centre for Immunology — St. Vincents Hospital	\$231,000
Centre for Vascular Research — University of NSW	\$210,220

Appendix 10 (cont'd)

Organisation	Project	Amount
Children's Cancer Institute Australia		\$1,075,277
Children's Medical Research Institute		\$852,939
Garvan Institute of Medical Research		\$3,922,764
Heart Research Institute		\$176,220
Hunter Medical Research Institute		\$2,160,525
Northern Sydney Central Coast Health (Kolling Institute)		\$2,013,100
Prince of Wales Medical Research Institute		\$1,440,200
Sydney West Area Health Service (Westmead Millennium Institute)		\$3,334,975
Victor Chang Cardiac Research Institute		\$1,516,000
Woolcock Institute of Medical Research		\$909,675

Networks and Research Program

Aims to increase connectivity of research effort and to promote opportunities for national and international research collaborations, clinical trials and investment in NSW.

Australian Spinal Cord Injury Network Ltd	Australian Spinal Cord Injury Network	\$600,000
Multiple Sclerosis Research Australia Ltd	MS Brain Bank	\$500,000
National Heart Foundation of Australia	Cardiovascular Research Network	\$1,500,000
Sax Institute (funding sourced from the Science Leveraging Fund)	NSW Node of the Population Health Research Network (NCRIS)	\$1,000,000

Science Leveraging Fund

Established to help attract Commonwealth and international funding for science and medical research to NSW. The Science Leveraging Fund supports research groups and centres seeking funding from specific Commonwealth programs, including:

- › The National Collaborative Research Infrastructure Strategy;
- › The Cooperative Research Centres program;
- › Australian Research Council Centres of Excellence.

NSW Cooperative Research Centres Science Leveraging Fund Program

Capital Markets CRC Limited	CRC SLF — Capital Markets CRC	\$250,000
Hear Works	CRC SLF — Hearing CRC	\$150,000
Smart Services	CRC SLF — Smart Services CRC	\$300,000
University of New England	CRC SLF grant for the CRC Sheep Industry Innovation	\$125,000
University of Wollongong	SLF Defence Materials Technology Centre	\$425,000

National Collaborative Research Infrastructure Strategy (NCRIS) Science Leveraging Support

INTERSECT	INTERSECT	\$1,500,000
Macquarie University	NCRIS SLF — Biofuels capability	\$37,500
Macquarie University	NCRIS SLF — Bioplatfroms	\$550,000
Macquarie University	NCRIS SLF — Fabrication	\$250,000
Sax Institute	NCRIS SLF — Population Health Research Network	\$1,000,000
Southern Cross University	NCRIS SLF — Bioplatfroms capability	\$50,000
University of NSW	NCRIS SLF — Biofuels capability	\$75,000

Appendix 10 (cont'd)

Organisation	Project	Amount
University of NSW	NCRIS SLF — Bioplatforms capability	\$175,000
University of NSW	NCRIS SLF — Bioinformatics / Bioplatforms capability	\$170,000
University of NSW	NCRIS SLF — Biotechnology Products capability	\$125,000
University of NSW	NCRIS SLF — Characterisation Imaging	\$300,000
University of Sydney	NCRIS SLF — Characterisation AMMRF	\$1,500,000
University of Sydney	NCRIS SLF — Biofuels capability	\$37,500
University of Sydney	NCRIS SLF — Characterisation Imaging	\$100,000
University of Western Sydney	NCRIS SLF — Characterisation Imaging	\$50,000
University of Wollongong and Newcastle University	NCRIS SLF — Fabrication ANFFL Funding	\$125,000

Australian Research Council Centres of Excellence (ARC CoE) Science Leveraging Support

University of Newcastle	ARC CoE for Complex Dynamic Systems and Control	\$161,500
University of Newcastle	ARC CoE for Legume Research	\$45,000
University of Newcastle	ARC CoE for Biotechnology and Development	\$148,650
University of NSW	ARC CoE for Mathematics and Statistics of Complex Systems	\$75,000
University of NSW	ARC CoE for Advanced Silicon Photovoltaics and Photonics	\$393,650
University of NSW	ARC CoE for Quantum Computing	\$375,000
University of Sydney	ARC CoE for Autonomous Systems	\$286,500
University of Sydney	ARC CoE for Ultrahigh Bandwidth Devices for Optical systems	\$254,000
University of Wollongong	ARC CoE for Electromaterials Science	\$51,000

Spinal Cord and Injury Related Neurological Conditions Research Grants Program

The program promotes research into spinal cord injury and related neurological conditions and seeks to develop and attract relevant research talent in NSW, and includes: Research Program Grants, directed at research undertaken by established senior researchers, Research Project Grants, directed at post-doctoral researchers within 5 years of their PhD award and Travel Scholarships directed at advanced PhD students to enable them to present their research at prestigious international conferences and / or institutions.

Dr Arun Krishnan	Prince of Wales Medical Research Institute	\$9,605
Professor Phil Waite	University of NSW	\$300,000
Professor Elspeth McLachlan	University of NSW	\$1,031,250
Associate Professor Janet Keast	University of Sydney	\$750,000
Dr James Middleton	University of Sydney	\$375,000
Professor John Pollard	University of Sydney	\$187,500

Other Grants and Awards

Awards such as the Eureka Prize and NSW Young Science Ambassador Scholarships recognise NSW researcher achievements and promote science as a career. Other grants contribute to the Office of Science and Medical Research' key result of expanding the science and research knowledge base in New South Wales and promote the value of science to the public.

ATSE Clunies Ross Award 2009	OSMR Sponsorship for 2009	\$50,000
Australian Institute of Policy and Science	Tall Poppy Campaign	\$30,000
Australian Museum	2008 OSMR Eureka Prize and Contribution	\$28,000
Australian Science Media Centre	OSMR Foundational Sponsorship	\$30,000
Illawarra Area Health Service	NSW Stem Cell Network	\$30,000

Travel Scholarships

Dr Kuldhip Sidhu	International Conference on GMP Issues in Stem Cells	\$3,000
National Science Summer School Inc	NSW Young Science Ambassador Scholarships 2008	\$11,000

Appendix 11

Guarantee of Service

The Department maintains its commitment to providing high quality service that meets the reasonable expectations of its clients. The Guarantee of Service explains what we do, our values and objectives, our service standards, how to provide feedback and the Department's contact details. The Guarantee of Service is reviewed annually and a copy is made available to the general public through the Department's main website www.business.nsw.gov.au

Appendix 12

Human Resources

Policies and practices

The Department:

- › reviewed and revised the policy and procedures for the nomination and decision processes for *Staff Achievement Awards*
- › reviewed and updated the *Learning and Development Framework*
- › reviewed and updated the *Study Assistance Policy*.

Industrial Relations

The Department and the Public Service Association (PSA) maintained strong relations through the Joint Consultative Committee (JCC). The Committee met on four occasions during the year, with the majority of matters discussed relating to Departmental reviews and flexible working arrangements.

- › The Crown Employees (Kingsford Smith Airport Travel Centre) Award was reviewed in

accordance with S19 of the *Industrial Relations Act 1996* and the revised Award was approved by the Industrial Relations Commission on 31 July 2007

- › The Tourism Trainee program ceased with the end of the term of employment (31 January 2008) of the 21 trainees in the 2007 program
- › The Department managed the redundancy and redeployment of the 18 staff at the Airport Travel Centre, following its closure at the end of May 2008
- › The Department has applied to the Department of Premier and Cabinet to commence the process of rescinding the Crown Employees (Kingsford Smith Airport Travel Centre) Award following the closure of the Airport Travel Centre.

Movement in wages, salaries or allowances

The Crown Employees (Public Sector — Salaries January 2004) Award provided for a four per cent increase in salaries, with effect from 1 July 2007.

Establishment

	2003	2004	2005	2006	2007	2008
Establishment (i.e. number of positions — FTE)	313.7	296	297	493.5	490.9	484.1
Staff number of the Department (FTE)	299.1	276.5	274.2	411.7	425	413.1

Note: figures as at 30 June.

Appendix 13

Information and communication technology

The Agency maintains and publishes information for clients and the public on the following websites. Sites are being consolidated where possible to improve administrative efficiency, accuracy, currency, and security. The Department reports to Government include the Information Management and Technology Strategic Plan. This Plan is updated annually and follows a standard government pro-forma. The Plan sets out the performance criteria, present capabilities and planned development of information services in the Department, including IT, information resources and records management.

URL / Address	Subject / Interest area
www.ats.business.gov.au ats.business.gov.au www.techshowcase.nsw.gov.au	Australian Technology Showcase Website. Presenting the NSW technology industry, latest developments and technological advancements in areas including ICT, biotechnology and nanotechnology
www.business.nsw.gov.au www.srd.nsw.gov.au	Main Departmental Website — Presenting the Department as the NSW Government's business development agency, providing assistance to state and local businesses, and promoting investment and job creation

Appendices

Appendix 13 (cont'd)

URL / Address	Subject / Interest area
www.biotechnology.nsw.gov.au	BioTech Life Science Directory — An electronic directory that provides information on the NSW Biotechnology industry and research community
www.business.nsw.gov.au/biotech	BioTech Website — within business website
www.innovation.nsw.gov.au	Innovation website — within business website
www.osmr.nsw.gov.au	Office of Science and Medical Research. Provides information on current scientific and medical research, including life sciences
www.osmr.nsw.gov.au/state_of_research/health/	Health and Medical Research Directory. Provides information on NSW based public research institutions. Also provides information on current health and medical research being conducted in the state
www.osmr.nsw.gov.au/state_of_research/science/	Science Research Directory. Provides information on NSW based public research institutions. Also provides information on current scientific research being conducted in the state
www.researchroadmap.osmr.nsw.gov.au	Provides information on the relevant policy regulations as they apply to the research, development of products and innovations that are based on life sciences research
www.spinalinfo.nsw.gov.au	Provides information on scientific research, government policy, healthcare, social networks as they relate to spinal cord injuries
www.biofuels.nsw.gov.au	Biofuel website within the business website. The Office of Biofuels manages the implementation of the Biofuel (Ethanol Content) Act 2007 and develops strategies to support the further development of the biofuels industry in NSW
www.construction21.nsw.gov.au	Construction website — now within business website
www.business.nsw.gov.au/community/	Regional communities — within business website. Provides information and assistance to regionally operated business, and an online community connecting government, regional development boards and regional businesses
www.regionalcommunities.nsw.gov.au	Alternate link to Regional Communities — now within business website
www.retail.nsw.gov.au	Alternate link to Retail Tenancy website
www.retailtenancy.nsw.gov.au	Retail Tenancy website presenting information to assist the retail leasing industry in New South Wales in preventing and resolving tenancy disputes
www.rtu.nsw.gov.au	Alternate link to retail tenancy website
www.aboriginalbiz.nsw.gov.au	Aboriginal business within the Small Business website
www.export.nsw.gov.au	Export information site — now within Small Business website
www.smallbiz.nsw.gov.au	Within Small Business website. Presenting NSW Government information for people starting and managing a small business in New South Wales
www.smallbiz.nsw.gov.au/hbb	Home-based Business website. Online resource designed to assist business operate from a small office / home office
www.smallbiz.nsw.gov.au/makingit	Western Sydney Manufacturing Week website. Provides information on manufacturing, innovation and industry trends in Western Sydney. Linked through Small Business Website
www.smallbiz.nsw.gov.au/sbmonth/	Small Business Month website. Workshop and events registration and links designed to assist small and medium sized businesses. Linked through Small Business Website
www.smallbiz.nsw.gov.au/wib	Women in Business website. Designed to assist entrepreneur and new women business owners start their own business in NSW. Linked through Small Business Website
www.smallbusiness.nsw.gov.au	Small business website. Presenting NSW Government information for people starting and managing a small business in New South Wales
www.smallbusinessmonth.nsw.gov.au	Alternate link to Small Business Month
www.sydneyastralia.com	Attracting both international and national audience for Sydney's tourism industry
www.tourism.nsw.gov.au	The corporate information site outlining policies and activities to assist the tourism industry in New South Wales
www.visitnsw.com.au	Provides access to information on holiday destinations, accommodation and events across New South Wales by region. Attracting both international and national audience to the State's tourism industry

Appendix 14

Internal Audit Bureau

The Internal Audit Bureau (IAB) is contracted by the Department to provide internal audit services and other special reviews. The Internal Audit Plan is determined by the Department's Audit and Review Committee (ARC) with advice from the IAB. The areas to be reviewed are outlined in an annual audit plan and are determined on the basis of exposure to potential financial or operating risks.

Recommendations arising from reviews are considered by the ARC and implemented as appropriate by operating divisions, with oversight from the Policy and Resources Division.

Appendix 15

Land disposal

The Department, through the Ministerial Corporation for Industry, is responsible for an industrial land bank consisting of two sites located at Albury. This stock of land is maintained for industrial development purposes. It is the subject of a joint venture operation with the Albury Wodonga Corporation.

The land is on the market for sale.

No land was disposed of during the year.

Appendix 16

Major assets

Major assets used by the Department include:

- › wide area network, incorporating desktop computers, laptops and other computer equipment including servers, modems, routers and printers
- › computer software, office furniture and equipment including a large range of audiovisual and teleconferencing equipment.

Major asset additions included the installation of wide area network storage, upgrades to the Department's web hosting facility, the essential replacement of network servers in the data centre in the MLC Centre, and the refurbishment of the data centre at Harrington Street.

Appendix 17

Major works in progress

The Department did not have any major works in progress during the year.

Appendices

Appendix 18

Overseas travel

Name of officer	Country visited	Period of travel	Purpose
Loftus Harris	USA	17–22 July	Investment mission
Warwick Glenn	USA	17–22 July	Investment mission
Siew Hoon Tan (Singapore)	Australia	18–23 August	'Focus on India' program attendance
Irene Morgan (USA)	Australia	10–15 September	Aussie Specialist Corroboree
Sandy Nerlich (USA)	Australia	10–15 September	Aussie Specialist Corroboree
Kate Strange (New Zealand)	Australia	14–17 September	Market familiarisation
Anthony Williams	France	15–22 September	Accompany Aboriginal art exhibits
Oton Wu (Hong Kong)	Australia	16–18 September	Market familiarisation
Michael O'Sullivan	USA	16–26 September	Accompany trade mission
Kerry Doyle	Japan	19–21 September	BIO Japan
Derek Van Dyk	Japan	19–21 September	BIO Japan
Carmel Beattie	UK, China	6–20 October	Tourism industry meetings
Garry Ferris	Singapore, India	6–21 October	Accompany trade mission
Craig Pearce	UAE	13–21 October	Cityscape 2007
Susan Saretzki	China	14–20 October	Investment mission
Helen Chen	China	14–20 October	Investment mission
Christa Bracamonte	Japan	14–20 October	Accompany trade mission
Chris Celovic	China	3–10 November	Agricultural Hi-Tech Fair
Grace Tay (Singapore)	Australia	7–10 November	Market familiarisation
Shane Coombe	Germany	11–18 November	Medica 2007
Troy Brown	Germany	11–18 November	Medica 2007
Susan Saretzki	China	15–27 November	Investment mission
Kate Strange (New Zealand)	Australia	16–18 November	Market familiarisation
Julie Scott	UAE	16–22 November	Accompany trade mission
David Morris	China, India	18–23 November	Premier's investment mission
Michael Cullen	China, India	18–23 November	Premier's investment mission
Adian Wood	India	18–23 November	Investment mission
John O'Neill	Hong Kong, India	19–21 November	Premier's mission — tourism delegation
Sarah Austin (UK)	Australia	22 November–5 December	NSW Corroboree Down Under
Ella Frater (New Zealand)	Australia	23–25 November	Market familiarisation
Kerry Doyle	China	27–30 November	Traditional Chinese Medicine (TCM) conference
Oton Wu (Hong Kong)	Australia	29 November–3 December	Market familiarisation
John O'Neill	Dubai, Abu Dhabi, Qatar	10–14 December	Airline and tourism industry meetings
Takeshi Teramoto (Japan)	Australia	13–18 December	Market familiarisation
Michael O'Sullivan	USA	16–26 January	G'Day USA
John O'Neill	USA	16–30 January	G'Day USA
Barry Buffier	USA	18–29 January	G'Day USA
David Morris	USA	17–28 January	G'Day USA
Warwick Glenn	USA	20–28 January	G'Day USA
Graham Bulless	UAE	26 January–2 February	Accompany trade mission
Linda Taylor	India	11–22 February	Investment mission
Robert Johnson	India	11–22 February	Investment mission
Steven Kerlander	Singapore	17–24 February	Singapore airshow

Appendices

Appendix 18 (cont'd)

Name of officer	Country visited	Period of travel	Purpose
Gabriel Oriel	China	2–8 March	Accompany trade mission
Susan Saretzki	China, Taiwan	2–8 March	Investment mission
Kate Young (UK)	Australia	8–19 March	Market familiarisation
Steve Rank	New Zealand	13–14 March	Small Business Ministerial Council meeting
Allen Treanor	New Zealand	13–15 March	Small Business Ministerial Council meeting
Takeshi Teramoto (Japan)	Australia	25–31 March	Market familiarisation
Les Clements	Thailand	26–29 March	ADFEST (Asia Pacific Advertising Festival)
Vince Smith	Chile	12–21 April	Expomin 2008 (Mining equipment, services and technology exhibition)
Warwick Glenn	UAE	25 April–3 May	Investment mission
Irene Morgan (USA)	Australia	29 April–7 May	Market familiarisation
Nicole Braden	UAE	30 April–10 May	Holiday Show and Travel Market
Linda Taylor	India	3–16 May	Investment mission
Warwick Glenn	India	3–16 May	Investment mission
Grace Tay (Singapore)	Australia	8–16 May	Market familiarisation
Sandy Nerlich (USA)	Australia	12–20 May	Market familiarisation
Sharon Foster	UAE	13–15 May	Cityscape Abu Dhabi exhibition
Susan Saretzki	China	14–24 May	Investment mission
Barry Buffier	China	15–24 May	Premier's trade mission
John O'Neill	China	15–24 May	Premier's trade mission
Ella Frater (New Zealand)	Australia	16–19 May	Market familiarisation
Anne Glover	Netherlands, Italy	16–22 May	Investment mission
David Morris	China	16–24 May	Premier's trade mission
Kate Young (UK)	UAE	19–25 May	Marketing meetings
Steve Rank	New Zealand	21–23 May	Small Business Ministerial Council Meeting
Allen Treanor	New Zealand	21–23 May	Small Business Ministerial Council Meeting
Takeshi Teramoto (Japan)	Australia	21–28 May	Market familiarisation
Craig Pearce	USA	5–16 June	Accompany trade mission
Irene Morgan (USA)	Australia	5–21 June	Australian Tourism Exchange
Takeshi Teramoto (Japan)	Australia	6–18 June	Australian Tourism Exchange
Siew Hoon Tan (Singapore)	Australia	7–18 June	Australian Tourism Exchange
Kate Strange (New Zealand)	Australia	7–20 June	Australian Tourism Exchange
Kate Young (UK)	Australia	7–20 June	Australian Tourism Exchange
Oton Wu (Hong Kong)	Australia	8–18 June	Australian Tourism Exchange
Michael O'Sullivan	USA	11–21 June	BIO 2008 / Film industry meetings
Kerry Doyle	USA	14–22 June	BIO 2008
Nathan Rudder	USA	16–20 June	BIO 2008
Shane Coombe	USA	16–21 June	BIO 2008
Carmel Beattie	UAE	28 June–3 July	Marketing meetings
Jason Fuller	USA, UK, Ireland	29 June–4 July	Preparatory work for Premier's investment mission
David Morris	USA, UK, Ireland	29 June–7 July	Preparatory work for Premier's investment mission

Appendices

Appendix 19

Payment of accounts

During the 2007–08 financial year, the Department maintained a policy of ensuring payment of accounts by the due date and took advantage of discounts where possible. The

Department contracts ServiceFirst (formerly known as Central Corporate Services Unit) to process payments in accordance with the Department's accounts payment policy. There were no instances during the year where interest was paid for late payment of accounts.

Performance Indicators and Target Levels

Aged analysis at the end of each quarter

Quarter Ended	Current (due within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 60 and 90 days overdue \$	More than 90 days overdue \$
September	382,441	0	0	0	0
December	930,993	0	0	0	0
March	1,069,600	0	0	0	0
June	753,388	0	0	0	0

Accounts paid on time within each quarter

Quarter Ended	Target %	Actual %	\$	Total Amount Paid \$
September	95	93	18,736,219	20,158,610
December	95	85	24,593,424	28,871,415
March	95	88	26,278,245	29,725,622
June	95	95	68,279,375	71,616,298

Action Taken to Improve Payment of Accounts on Time

The actual average result for the financial year of 92 per cent against target is considered satisfactory.

The Department's Procurement Manager, together with the Department's corporate service provider ServiceFirst, is working to implement enhanced procurement processes that will assist the timely processing of payments.

The 2008–09 target for the percentage of accounts paid on time is to be maintained at 95 per cent.

Appendix 20

Privacy and personal information

The Department's Privacy Policy Statement and Privacy Management Plan were updated to incorporate contact information. These publications are available to all staff internally via the Department's intranet and publicly available through the Department's main web site (www.business.nsw.gov.au).

The Department provides privacy awareness training to staff to ensure the protection of an individual's privacy. A Privacy Officer and Privacy Resource Officers are available to advise on privacy issues.

The Communications Unit reviews printed and electronic newsletters prepared by the Department to ensure the inclusion of privacy and spam statements.

The Department was not required to undertake any internal reviews of the conduct of any officers in the Department, concerning privacy matters, during the reporting year.

In the coming year, the Department will continue to include privacy information in training programs for staff at two levels: Induction Program for new staff; and the Management Development Program for senior management.

Appendix 21

Publications and promotional material

Corporate Publications

Annual Report 2006–07
 Fast Facts (DL size — NSW stats)
 New South Wales Open for Business
 NSW Premiers Mission to China
 NSW Premiers Mission to India

Investment Division

Bring your talents to Regional New South Wales
 Business Migration (English), (Chinese)
 Business Migration Living in NSW
 Business Owner (permanent) 892 (Chinese)
 Business Owner (provisional) 163 (Chinese)
 Guide to doing Business in NSW
 Guide to doing business in NSW (Chinese)
 Live and work in Sydney & New South Wales
 Living in New South Wales
 Metal Manufacturing
 New South Wales welcomes business migrants
 NSW First for Food and Beverage Processing
 NSW First for Manufacturing
 NSW Aerospace Industry
 NSW wants your expertise in pharmaceuticals and biotechnology
 NSW wants your ICT expertise
 Sydney Major Projects Unit
 Sydney and NSW First for Information and Communications Technology
 Sydney wants your finance expertise
 Sydney welcomes your expertise
 Sydney, Australia Financial Services
 Sydney, NSW Analytics India and New South Wales in partnership
 Sydney, NSW First for Foreign Exchange
 Sydney, NSW First for Funds Management
 Sydney, NSW First for India

Industry Division

AISES Brochure
 AISES Newsletter
 Australian Technology Showcase Showcasing innovative NSW ICT technology
 Australian Technology Showcase Snapshot e-newsletter Australian Technology Showcase — where Australian innovation meets the world
 Biotechnology e-newsletter, online
 Biotechnology events email (monthly)
 Biotechnology online directory
 First for Aquaculture

First for Aquaculture Industry Directory 2004
 Medical Device Industry NSW Australia (CD)
 NSW Aerospace Industry Directory (CD)
 NSW First for Innovation Research Centres Directory
 NSW Food Export Directory 2007–08
 NSW Security Capability Directory 2007 (CD)
 NSW Wine and Food map
 Western Sydney IT Cluster — Online Members Capabilities Directory
 Western Sydney IT Cluster Working Together for Mutual Benefit flyer
 Western Sydney IT Cluster bi-monthly e-newsletter (5 issues)
 Western Sydney IT Cluster Members Update email (weekly)

Policy and Resources Division

Food Processing Industry Growth profile
 Information and Communications Technology Industry Growth profile
 Metals Manufacturing Industry Growth profile
 NSW Aerospace Industry Growth profile
 NSW Biomedical Industry Growth profile
 NSW Competitiveness Report 2008
 NSW Manufacturing Council
 NSW Wine Industry profile

Regional Development Division

CED Brochure — Your community — Your future
 Community Economic Development Program — Berrima success story
 Community Economic Development Program — Festival of Speed on Tweed success story
 Community Economic Development Program — Kyogle success story
 Community Economic Development Program — Murray Shire success story
 Community Economic Development Success Story — Coolamon
 Community Economic Development Success Story — Snowy River
 Ethanol biofuel — cheaper, cleaner, greener and locally made
 Filming in Regional New South Wales, Australia
 Funding Business Growth
 Main Street Small Towns Success Story — Mayfield
 NSW Payroll Tax Incentive Scheme brochure
 Overcoming Skills Shortages: A practical guide for business
 Overcoming Skills Shortages: A practical guide for regional communities
 Regional Capital Raising Program (PDF)
 Regional Development Success Story — Greater Taree
 Regional Distribution Centre Attraction Strategy flyers — Goulburn, Tamworth, Albury, Central Coast, Wagga Wagga, Blayney

Regional Fact Sheets covering the following: Capital Region, Riverina, Murray Region, Central West, Far West, Orana, Northern Rivers, Mid North Coast, Northern Inland, Illawarra, Central Coast, The Hunter.

Towns and Villages Futures Success Story — Milparinka

Small Business Development Division

Aboriginal Business Development brochure
 A Guide to Developing Aboriginal Business
 Business Advisory Services flyer
 Employment Conditions — Fact Sheet
 Exporters Network registration (pdf)
 Exporting Newsletters (pdf)
 Getting Started — Fact Sheet
 Getting started in Exports Workbook
 Guide to Business Planning (pdf)
 Guide to Developing Aboriginal Business
 Helping people to Start, Manage and Grow their Business
 Home-based Business Success Stories — Fiona Weigall, Health and Safety Matters — Robyn Inglis, Live Free Gluten Free Mixes — Liama Karklins, Events at Large
 Independent Market Visit Program
 Innovation Advisory Service — Help With Your Bright Ideas
 Intellectual Property — Fact Sheet
 Manufacturing in Western Sydney
 Small Business September Calendar
 Small Business September Export Calendar
 Stepping Up — Helping your small business grow
 Stepping Up Mentor Application and Brochure (pdf)
 Stepping Up: Contractor Information Pack
 Western Sydney Update (email)
 Women In Business Growth Strategies Workshop Programs (pdf)
 Women In Business Mentor/Mentoree application forms (pdf)
 Women In Business Participant Notes (pdf)
 Women in Business — 2007 Women in Business Programs
 Women in Business — 2007 Growth Strategies Workshops (July — December)
 Women in Business — 2007 Mentor Program
 Women in Business — 2007 Regional Program
 Women in Business Success Stories — Paro Paru Shells — Oh de Toilette — Pat's Place Coffee Lounge
 Women in Manufacturing (flyer)

Retail Tenancy Unit

Information Kit for Retail Tenants

Appendices

Appendix 21 (cont'd)

Tourism NSW

100 Years of Tourism Book
Aboriginal Product Manual
APEC Insider's Guide to Sydney
APEC Media Fact Sheets
APEC Media Fast Facts
ATE 08 Marketing Fact Sheets — DVD
ATE 08 Media Fact Sheets — USB
Aviation Welcome Pack
Barrington Tops DL
Best Bush Map (in partnership with Dept of Lands, Forests NSW, National Parks and Wildlife Service) hard copy
Business Tourism Fact Sheet
Escapes Monthly E-Newsletter
G'Day USA 2008 Media Kit
Heart of Country NSW Holiday Planner
Incentive brochure — English Version
Incentive brochure — Simplified Chinese version
Indigenous Principles brochure
International Delegate booster
International Market Profiles (for top markets to New South Wales) — updated twice per year
International Marketing Prospectus
Lord Howe Island NSW Holiday Planner
North Coast of NSW Holiday Planner
NSW Regional Marketing Prospectus
NSW Tourism Awards 07 Program
NSW Tourism Awards 08 Entrants Prospectus
NSW Tourism Awards 08 Sponsorship Prospectus
NSW Uncovered media newsletter
Outback NSW Holiday Planner
Pacific Coast Touring Route
Regional Events Calendar
Regional Tourism Snapshots (for 15 Tourism Regions of NSW) — updated Quarterly
Snowy Mountains NSW Holiday Planner
South Coast of NSW Holiday Planner
Start Smart brochure
Start Smart Fact sheets
State Tourism Snapshot (updated Quarterly)
Sydney & New South Wales International Holiday Planner — English version
Sydney & New South Wales International Holiday Planner — Simplified Chinese version
Sydney Events brochure
Sydney Marketing Prospectus
Sydney Summer campaign — Sunday Magazine
Sydney Summer Events brochure
Sydney Summer Events Media CD
Sydney to Melbourne Drive

Sydney Uncovered media newsletter

The NSW Cruise Market — A discussion paper

Travel Safely Australia (in partnership with State, Territory and Commonwealth Governments) web based and hard copy

Working Together — a guide to working with Tourism NSW

The Office for Science and Medical Research

NSW Science EXPOs  Competition (entry form and postcard)

NSW Scientist of the Year (entry form and flyer)

OSMR E-newsletter (December, March and June issues)

Science Exposed (program, expo map and event summary)

Young Tall Poppy Science Awards (invitation and program)

Appendix 22

Research and Development

During 2007–08, the Department provided funding to the Hunter Valley Research Foundation and the Illawarra Regional Information Service. These organisations conduct research on issues impacting on their region, including investment, markets, economic and industry development, and provide statistics and other information and consultancy services to assist government, academic institutions, business and community groups.

Tourism NSW continued to provide research funding and advice for a range of studies and surveys to support the activities of the Division. During the year, funding was provided for:

- › National and International Visitor Surveys and Destination Visitor Surveys by Tourism Research Australia
- › International consumer research by Tourism Australia (Singapore and Germany)
- › Brand-health tracking survey
- › Advertising evaluation studies
- › Conversion study
- › Regional tourism snapshots
- › International market profiles
- › Backpacker snapshot
- › Nature tourism snapshot
- › Culture in Tourism snapshot
- › Business Tourism snapshot
- › Campaign Zone snapshots
- › Aviation analysis

- › Research components for Destination Development workshops
- › A study of Tourism Perceptions of Sydney precincts
- › Holiday Planner evaluation research
- › A study of emerging international markets (China & India)
- › Sustainable Tourism Cooperative Research Centre projects including User Generated Content (SCU); Sydney Visitor Tracking Study (UTS); NSW tourism Satellite Accounts (UNSW).

During the year, Tourism NSW also allocated funding to assist the development of opportunities within the following special interest/experience sectors of the industry:

- › Accessible Tourism
- › Cruise Tourism
- › Culture-in-Tourism
- › Golf Tourism
- › Surf Tourism.

Funds were also allocated to the development of a software package to assist in the projection of future visitation figures to NSW under the State Plan target and for other industry applications.

The Office for Science and Medical Research provided funding to NSW research and development through a range of programs including:

- › BioFirst Awards
- › Life Sciences Research Awards
- › BioLink
- › Medical Research Support Program
- › Networks and Research Program
- › Joint NSW / VIC Stem Cell Grants Program
- › NSW Cooperative Research Centres Science Leveraging Fund Program
- › National Collaborative Research Infrastructure Strategy (NCRIS) Science Leveraging Support
- › Spinal Cord Injury & Related Neurological Conditions Grants Program
- › Conference and Event Sponsorship.

Further information on these programs is included in Appendix 10 — Grants to non-government agencies.

Appendices

Appendix 23

Risk management and insurance

Risk management

The Department reviews and updates its risk management policy and register on an annual or as required basis and relevant changes are made where appropriate. Each Division is responsible for assessing and reviewing their current risks. This process continues the Department's efforts to assess and manage risk and enhances the achievement of the Department's objectives and service delivery through more effective staff involvement in applying

risk management techniques and incorporating risk management into staff daily responsibilities.

Insurance activities

The Department is insured through the Treasury Managed Fund, a self insurance scheme administered by the GIO and Allianz. The coverage provided by the scheme is all inclusive, and policies are held for Workers Compensation, Commercial Motor Vehicles, Property, Miscellaneous and Public Liability.

A summary of claims paid by the Managed Fund during the 2007–08 financial year follows:

Policy	No of claims	Amount paid \$	Reserve balance \$	Recovered to date \$	Net incurred \$
Workers Compensation	15	68,813	23,125	0	91,938
Motor vehicles	26	81,067	8,589	0	89,656
Property	0	0	0	0	0
Public Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Total	41	149,880	31,714	0	181,594

Appendix 24

Senior Executive Service (SES)

Each SES Officer develops an annual performance agreement, which sets out their principal responsibilities and tasks for the year. Each SES Officer undergoes a formal assessment with the Director General of their outcomes against the performance agreement. The assessment also takes into account their personal contribution to achieving overall corporate objectives.

Senior Executive Service Officers as at 30 June 2008

Name	Sex	Position Title	Level
Barry BUFFIER	M	Director General	8
Todd CLEWETT	M	Director, Innovation Strategy	5
John O'NEILL	M	Executive Director / General Manager, Tourism NSW	4
Janine RICKETTS	F	Executive Director, Policy and Resources Division	3
Warwick GLENN	M	Executive Director, Investment Division	3
Michael O'SULLIVAN	M	Executive Director, Industry Division	3
Michael CULLEN	M	Executive Director, Regional Development Division	3
Julie SCOTT	F	Executive Director, Small Business Development Division	3
Lyndel GRAY	F	Chief Operating Officer and Director, Marketing, Tourism NSW	3
Leanne JOYCE	F	Director, Communications	2
Catriona FRASER	F	Director, Group Communications, Tourism NSW	2
Derek VAN DYK	M	Director, Science Research, OSMR	2

Note: Mr O'Neill was declared an unattached SES officer in June 2008.

Appendix 24 (cont'd)

Number of executive positions at each level	2005–06	2006–07	2007–08
Level 1	1	1	1
Level 2	5	6	6
Level 3	6	6	6
Level 4	1	1	1*
Level 5	0	0	2*
Level 6	0	0	0
Level 7	1	1	1 ^o
Level 8	0	0	1 ^o
Female executive officers			
Level 3	3	3	3
Level 2	4	3	2

Notes:

* Position of Executive Director / General Manager Tourism NSW re-graded from SES 4 to SES 5 in June 2008.

Position of Director Innovation Strategy SES 5 created in November 2007.

^oPosition of Director General re-graded from SES 7 to SES 8 in December 2007.

Executive Performance

Barry Buffier, BRurSc (Hons), MEc, FAICD

Director General Department of State and Regional Development

SES Level 8

Total remuneration package per annum: \$412,820 plus allowance of \$41,200

Period in position: 2 January 2008 to 30 June 2008.

Mr Barry Buffier was appointed to the position of Director General on 2 January 2008. The Minister for State Development, the Hon. Ian Macdonald is satisfied that during the reporting period Mr Buffier met all the performance criteria for the position.

Since his appointment, the Director General took the lead role in:

- › the review undertaken by the Department of Premier and Cabinet, of the Department's strategic direction, structure and operations as the NSW Government's key industry and business development agency

- › focusing the cross-departmental CEO Economic Development Cluster on State Plan priorities P1 to P7
- › driving State Plan priorities in P1 — *Increased business investment* and P6 — *Increased business investment in rural and regional NSW*
- › the implementation of the NSW Government *Statement on Innovation* and establishment of the Innovation Council
- › maintaining New South Wales and Sydney's position as Australia's premier destination for business, investment, tourism, education and skilled migrants
- › the Government's response to the O'Neill review into Tourism in New South Wales
- › securing major new investment projects for New South Wales including V Australia and Animal Logic
- › initiating "Brand Sydney" project
- › revision of the Department's key result areas
- › the Premier's mission to China in May 2008.

Loftus Harris, BA, FAICD

Director General, Department of State and Regional Development
SES Level 7

Total remuneration package per annum: \$348,600 plus allowance of \$30,000

Period in position: 1 July 2007 to 12 October 2007.

The Minister for State Development, the Hon. Ian Macdonald is satisfied that during the reporting period Mr Harris met all the performance criteria for the position.

Michael Cullen, B Com (Ec)

Acting Director General, Department of State and Regional Development
SES Level 7

Total remuneration package per annum: \$278,001

Period in position: 12 September 2007 to 1 January 2008.

The Minister for State Development, the Hon. Ian Macdonald is satisfied that during the reporting period Mr Cullen met all the performance criteria for the position.

Appendix 24 (cont'd)

Todd Clewett,
MPA (Harvard), MURP, BA
Director, Innovation Strategies

SES Level 5

Total remuneration package
per annum: \$230,000

Period in position: 15 November
2007 to 30 June 2008.

Mr Todd Clewett was appointed
to the position of Director Innovation
Strategies on 15 November
2007. The Director General, Barry
Buffier is satisfied that during
the reporting period Mr Clewett

met the performance criteria for
the position and was responsible for:

- › the establishment of the
Innovation Unit, supporting
the Innovation Council
- › the development of the Finance
Sector Strategy as a part of the
Financial Services Summit
- › comprehensive analysis of the
state of the creative industries in
NSW and the development of the
Creative Industries: Economic
Fundamentals Report
- › leading the development of the
Report on Freight and Logistics,
defining the challenges for the
industry in NSW.

Appendix 25

Significant Committees Membership

Name	Committee
Barry Buffier	Australian Centre for International Agricultural Research; Biofuels Expert Panel; CEOs Business and Economic Development Cluster; CEOs Climate Change Group; CEOs Metropolitan Strategy Group; CEOs Network; Chief Executives Committee; Commonwealth Standing Committee on Regional Development; Economic Development Forum; Industry Capability Network; NSW Innovation Council; NSW Manufacturing Council; NSW Skills Council; NSW Small Business Development Corporation; NSW Wine Industry R&D Advisory Council; Science Agencies Group; Small Business Regulation Review Taskforce; Tourism NSW Board
Loftus Harris	APEC NSW Government Executive Group; NSW TAFE Commission Board; Tourism NSW Board; United States Study Centre Board; Employment Lands Taskforce; NSW Ethanol Taskforce; NSW Major Events Board; NSW Chief Executives Committee; NSW Employment Lands Taskforce; Premier's Business Roundtable; NSW Manufacturing Council; NSW Skills Council; Small Business Regulation Review Taskforce; CEOs Business and Economic Development Forum; CEDA NSW State Advisory Council; National ICT Limited; Sydney Film Support Team; Commonwealth Standing Committee on Regional Development; NSW Wine Industry Advisory Council; State Inter-Agency Greenhouse Network; NSW Vice Chancellors' Strategic Initiatives Group; NSW Industry Capability Network Ltd; NSW Small Business Development Corporation; State and Territory CEOs' Forum
Janine Ricketts	State Contracts Control Board; NSW Property Council Economic Development Committee; Department of Commerce Central Corporate Services Unit Client Senior Officer Group; Metro CEO's Senior Officers Group; Ministerial Council on International Trade Standing Committee of Officials; NSW Skills Council
John O'Neill	Australian Standing Committee on Tourism (ASCOT); Australian Tourism Awards Management Board; Local Government and Shires Association Tourism Committee; National Tourism and Aviation Advisory Committee; State Tourism; Offices Chief Executive Officers Forum; Sydney Convention & Visitors Bureau Board; Tourism Industry Forum (Chair); ATDW Pty Ltd
Michael O'Sullivan	Commonwealth, State and Territories Advisory Committee on Innovation; The Bandwidth Foundry; Australian Synchrotron Research Program; NSW Air Freight and Sea Freight Councils; Australian International Sporting Events Secretariat
Michael Cullen	Illawarra Advantage Fund Assessment Committee; Hunter Advantage Fund Assessment Committee
Julie Scott	Small Business Ministerial Council Officials Standing Committee; Small Business Development Corporation; GROW Area Consultative Committee; Small Business Regulation Review Taskforce
Kerry Doyle	Biotechnology Liaison Committee — External; University / Government Working Group; Hub Liaison Group; Science Agencies Group
Warwick Glenn	National Investment and Advisory Board
Lyndel Gray	Sydney Convention and Visitors Bureau; 2009 World Masters Games Marketing Committee
Leanne Joyce	National Marketing Group conducted by Invest Australia
Derek Van Dyk	Environmental Trust Technical Committee; Nanotechnology States and Territories Committee; Commonwealth, State and Territory Advisory Council on Innovation; Science and Innovation Advisory Panel; NCRIS States and Territories Officials Committee
Elisabeth Allen	NSW Marine Parks Advisory Council

Appendices

Appendix 25 (cont'd)

Name	Committee
Chris Armstrong	Australian Synchrotron Operator Science / Technical Evaluation Working Group; Science and Innovation Advisory Panel
Marlene Bailey	OH&S Workplace Committee (Sydney International Airport)
Mandy Bellingham	Sydney Melbourne Touring
Nicole Braden	ATEC Symposium 2008 Committee, Australian Tourism Export Council
Paul Butler	NSW Greenhouse Network; Review of the NSW Greenhouse Gas Abatement Scheme Interdepartmental Committee
Ian Cameron	Korean Action Plan Implementation Group (KAPIG) — ceased Dec 07; Tourism Consumer Protection Working Group; Approved Destination Status — ADS Advisory Panel
Geoff Coleman	The Biotechnology Liaison Committee
Shane Coombe	Australia New Zealand Biotech Alliance, Committee for Marketing of Australian Biotechnology, AusBiotech NSW; AusMedTech NSW, NSW-Gangwon Technology Collaboration Working Group
Justine Cooper	Events Liaison Group
Tom Czarnota	Government Business Enterprise Network
Barbara de Rome	National Parks and Wildlife Service, Sydney District Advisory Committee; Quarantine Station Community Committee, Goat Island Reference Group
Roger Evans	Tourism Research Committee
Reg Fisk	Urban Renewal Planning Group; Redfern Waterloo Ministerial Advisory Committee
Lazaros Georgiadis	Statistical Coordination and Users Forum; International Trade Users Group
Eileen Gilliland	Murray Campaign Committee
John Grady	CCSU Internal Audit Committee
Jim Grant	Riverina Murray Softwoods Working Group; Riverina Murray Private Forestry Development Committee; Albury Wodonga Land Disposal Advisory Committee
Peter Gray	Australian Technology Showcase National Committee
Tony Green	Illawarra Regional Airport Management Committee
Vikki Hine	AusBiotech NSW Branch Committee, AusMedTech NSW; AWISE Advisory Committee [Women in Science & IT], National ICT Australia Centre of Excellence Liaison Committee, Committee for Marketing ICT Australia (CoMICTA), NSW Net Cluster Steering Committee, Embedded Systems Australia Steering Committee
Heather Irvine	Albury-Wodonga Area Consultative Committee
Susan Jansen	Senior Officers' Committee on Drugs and Alcohol
Olivia Jenkins	Tourism Research Committee; Sustainable Tourism CRC (NSW)
Paul Judge	NSW Intensive Agriculture Consultative Committee, NSW Pork Industry Taskforce, Australian Wine and Brandy Corporation–States Alliance, DSRD Joint Consultative Committee
Steven Kerlander	The Warren Centre for Advanced Engineering Major Projects Committee
Sumeet Kumar	National ICT Australia Centre of Excellence Liaison Committee; Commonwealth Government's eResearch Committee; Commonwealth Government's Online; Communications Council Working Group; Committee for Marketing ICT Australia (CoMICTA); Northern Sydney ICT Cluster Steering Committee; NSW Net Cluster Steering Committee; Embedded Systems Australia Steering Committee; Smart Services CRC Steering Committee; The Warren Centre for Advanced Engineering Major Projects Committee
Wayne Lange	National Online Steering Committee (NOSC); ATDW Pty Ltd
Dean Long	National Tourist Signposting Reference Group, Tourist Attraction Signposting Assessment Committee
Bill Mabey	Regional Co-ordination Management Group — Northern Area; Regional Co-ordination Management Group — The Hunter Area; Rainforest Way Project Management Committee; Clarence River Way Project Management Committee; Mt Warning Culdera National Landscapes Committee
Tom McAlary	Commonwealth / States Working Party on Skilled Migration, NSW Government Immigration Settlement Planning Committee
Alan McGuigan	Local Government and Shires Association Tourism Conference Steering Committee; Tourism Industry Forum (TIF)
Colin McLean	Australian Regional Tourism Network
Bob Moes	Blue Mountains Cultural Centre and Mixed Use Development — Project Control Group

Appendices

Appendix 25 (cont'd)

Name	Committee
Meg Montgomery	Biodiscovery Working Group (a sub-committee of the Biotechnology Liaison Committee) — External
Margaret O'Dwyer	Regional Co-ordination Management Group, Illawarra & South East; Regional Co-ordination Management Group — Riverina Murray
Steve Rank	National Executive of Small Business Agencies; NSW Entrepreneurship Centre Pty Ltd
Tony Sansom	Hunter Institute Advisory Council; Tillegra Dam Taskforce
Bernadette Selfe	Redfern Waterloo Authority Ministerial Advisory Board; Two ways Together Economic Development Cluster Group; Steering Group for the participation in Construction
Justine Smith	Accredited Visitor Information Centre Industry Reference Group; Backpackers Operators Association
Vince Smith	Australian Institute of Exporters Advisory Board
Natalie Stepanenko	Council of Small Business Associations of Australia; Standards Australia (Complaints Handling Standard Committee); Australasian Compliance Institute; Small Business Ministerial Council Climate Change Working Group; Small Business Ministerial Council Retail Tenancy Working Group; Government Enterprise Business Network; Green Skills Advisory Board (DET)
Allen Treanor	ABN Business Names Steering Committee; NSW State Aviation Working Group; NSW Building Industry Coordination Committee; Standing Committee On Transport — Aviation Working Group; Small Business Ministerial Council Climate Change Working Group
Rowena Tucker	Cardiovascular Research Network Management Committee; Population Health Research Network; Darlinghurst Research Hub; Hub Liaison Group; Cancer Institute NSW Cancer Research Advisory Committee; Northern Sydney Medical Research Hub Advisory Committee; Westmead Research Hub Council
Patricia Wilkinson	Regional Co-ordination Management Group—New England / North West; Regional Co-ordination; Management Group—Riverina; Regional Co-ordination Management Group — Western Area
Anthony Williams	Transfield Services Australian P / L; Aboriginal Advisory Board; Hawkesbury–Nepean Catchment Management Authority's Board
Sally Williams	Australian–Arab Chamber of Commerce Management Committee
Adrian Wood	Australia China Business Council, Member NSW Board (Ex Officio)

Internal Committees

Janine Ricketts	Audit and Review Committee; Joint Consultative Committee
Warwick Glenn	Audit and Review Committee
Michael O'Sullivan	Audit and Review Committee
Michael Cullen	Audit and Review Committee
Julie Scott	Audit and Review Committee
Tod Clewett	Audit and Review Committee
Kerry Doyle	Audit and Review Committee
Leanne Joyce	Audit and Review Committee
David Morris	Audit and Review Committee
Ken Carlsund	Audit and Review Committee
Gary Offner	Audit and Review Committee
John Grady	Audit and Review Committee
Garry Somerville	Audit and Review Committee
Barry Buffier	Joint Consultative Committee
John Grady	Joint Consultative Committee
Natalie May	Joint Consultative Committee; OH&S Workplace Committee
Shane Howes	Joint Consultative Committee
Wayne Sonter	Joint Consultative Committee
Bernadette Selfe	Joint Consultative Committee
Paul Judge	Joint Consultative Committee
Roslyn Mitchelson	Joint Consultative Committee

Appendix 25 (cont'd)

Name	Committee
Toni Hannon	OH&S Workplace Committee
Vineta Lopaticka	OH&S Workplace Committee
Kerry-Ann Weirick	OH&S Workplace Committee
Managala Srinivasan	OH&S Workplace Committee
Jacques Dulaurent	OH&S Workplace Committee
Donna Shields	OH&S Workplace Committee
Christine Stanberg	OH&S Workplace Committee
Bronwen North	OH&S Workplace Committee
Carolyn Maxwell (Chair)	OH&S Workplace Committee
David Street	OH&S Workplace Committee

Appendix 26

Waste reduction and purchasing policy

Commitment to reduce waste sent to landfill

The Department fully supports the NSW Government's commitment to waste reduction through the active management of waste disposal schemes and mandatory use of recycled products.

Over the past few years the Department has analysed purchasing data and undertaken an independent audit of waste disposal to improve its procurement and purchasing decisions, resulting in greater use of recycled content products.

Reducing the Generation of Waste (waste avoidance & minimisation)

Based on the Waste Audit performed in 2007 a number of opportunities were identified for the Department to improve and reduce the generation of waste. These included:

- › the use of online ordering wherever possible to save time and paper, enabling the Department to maximise buying-power and increase efficiency
- › reinforcing staff awareness of the importance of the use of individual recycling bins at their desk (in addition to those bins located in copying / printing and kitchen areas)

- › taking advantage of the services of a "take back" scheme offered by State Government contracted computer suppliers, whereby used computer equipment is disposed of in an environmentally responsible manner when new computer equipment is purchased
- › encouraging the purchase of other recycled component products, besides general use paper (e.g. post-it notes, writing pads, diaries, toners etc) throughout the network of DSRD offices.

Resource Recovery (waste reuse and recycling)

During 2007–08, the Department purchased 540 printer toner cartridges. After use, all of these cartridges were collected by recycling organisations for refilling or reuse. The Department has considered purchasing re-manufactured toner cartridges but like many other agencies the continuing uncertainty in the market surrounding the performance and warranty is presently a deterrent. The Department continues to monitor developments in this area and will re-assess the use of re-manufactured toner cartridges in the future.

Obsolete and surplus office equipment and computers were disposed of through contract services, auction houses or via donations to community organisations thereby providing "re-use" opportunities and diverting the same from landfill.

Building management for the Department's corporate headquarters in the MLC Centre, Sydney ensured that building waste avoidance schemes contributed to 1,244 tonnes of waste being diverted from landfill into the various recycling streams. This compares positively with 891 tonnes in 2006–07.

The use of Recycled Material (purchasing of recycled-content materials)

During 2007–08, the Department purchased, produced and distributed a total of 34,530 kilograms of paper. General use paper such as A4 and A3 white represented 68 per cent of this amount (23,527 kilograms) of the total, while publications represented the balance. The actual amount of paper purchased, produced and distributed is marginally higher than the last reporting period.

98 per cent of the general use paper had a recycled content, while 100 per cent of the Department's publications were printed on recycled content paper. This annual report has been printed on recycled content paper.

Appendix 27

Workers Compensation and Occupational Health and Safety

The Department continues to focus on providing a safe and healthy working environment for its staff. The Department's main goal is to prevent accidents and injuries by taking preventative measures and promoting healthy work practices and programs.

All workplace incidents and injuries were investigated and appropriate injury management, intervention and return to work programs implemented. 15 workers compensation claims were lodged in the reporting year.

Key results and activities for the year included:

- › election of new Occupational Health and Safety Committee, appropriate training for members and conduct of quarterly committee meetings
- › monitoring and reporting on the Government's Working Together Strategy
- › OH&S and Workers Compensation training regularly provided for supervisors and managers
- › ergonomic work-station set-up training included in the Induction Program
- › OHS workplace inspections and individual workstation assessments conducted
- › free influenza vaccinations offered to staff
- › appointment of new First Aid Officers at five sites
- › Workers Compensation and Injury Management Policy reviewed
- › driver awareness and manual handling training conducted at various locations
- › no WorkCover breaches or prosecutions in the reporting year
- › 25 per cent reduction in number of workers compensation claims lodged from the previous year.

Staff Support Services

The Department continued its sponsorship of the Employee Assistance Program (EAP) which provides a 24-hour, seven day a week independent and confidential counselling services to staff and their family members.

Principal office

Department of State and Regional Development

Level 47 MLC Centre
19 Martin Place
Sydney NSW 2000
GPO Box 5477
Sydney NSW 2001
Tel: +61 2 9338 6600
Fax: +61 2 9338 6950
Web: www.business.nsw.gov.au
Office hours: 9.00am–5.00pm
Monday–Friday

Main offices

NSW Office for Science and Medical Research

Level 43 MLC Centre
19 Martin Place
Sydney NSW 2000
GPO Box 5477
Sydney NSW 2001
Tel: +61 2 9338 6700
Fax: +61 2 9338 6720
Web: www.osmr.nsw.gov.au
Office hours: 9.00am–5.00pm
Monday–Friday

NSW Trade and Investment Centre & NSW Country Embassy

Level 47 MLC Centre
19 Martin Place
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GPO Box 5477
Sydney NSW 2001
Tel: +61 2 9338 6900
Fax: +61 2 9338 6609

Parramatta Business Centre

Level 2
470 Church Street
North Parramatta NSW 2151
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Parramatta NSW 2124
Tel: +61 2 8843 1100
Fax: +61 2 9890 9552

Retail Tenancy Unit

Level 43 MLC Centre
19 Martin Place
Sydney NSW 2000
GPO Box 5477
Sydney NSW 2001
Tel: +61 2 8222 4800
Fax: +61 2 8222 4816
Free Call: 1300 795 534 (NSW)
Email: RTU@business.nsw.gov.au

Tourism NSW

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55 Harrington Street
The Rocks NSW 2000
GPO Box 7050
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Tel: +61 2 9931 1111
Fax: +61 2 9931 1424
Web: www.tourism.nsw.gov.au
Office hours: 8.30am–6.00pm
Monday–Friday

Regional NSW

Albury

620 Macauley Street
PO Box 3415
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Tel: +61 2 6041 4808
Fax: +61 2 6041 4818

Tourism NSW

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Fax: +61 2 6041 4818

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Suite 6, Level 1
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Fax: +61 2 6332 1129

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Buronga

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Fax: +61 2 6658 0303

Tourism NSW

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Fax: +61 2 6658 0352

Dubbo

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Dubbo NSW 2830
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