

Infrastructure NSW

Annual Report
2014–15

Letter to the Premier

30 October 2015

The Hon. Mike Baird MP
Premier of NSW
Parliament House
Macquarie Street
Sydney NSW 2000

Dear Premier

I am pleased to submit for presentation to Parliament the Infrastructure NSW Annual Report for the financial year ended 30 June 2015.

The report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the *Public Finance and Audit Act 1983* and the regulations under those Acts.

The financial statements for 2014–15, which form part of the report, have been submitted to and certified by the Auditor-General of New South Wales.

Yours sincerely



Jim Betts
Chief Executive Officer

Our role

The role of Infrastructure NSW is to provide independent advice to assist the NSW Government in identifying and prioritising the delivery of critical public infrastructure across NSW for economic and social wellbeing.

Our role also includes ensuring decisions about infrastructure projects are informed by expert analysis and advice.

The Act

Infrastructure NSW was established in July 2011 as a statutory body, under the *Infrastructure NSW Act 2011*.

The Act tasks Infrastructure NSW with the following functions:

- a) to prepare and submit to the Premier a 20-year State infrastructure strategy
- b) to prepare and submit to the Premier 5-year infrastructure plans and other plans requested by the Premier
- c) to prepare and submit to the Premier sectoral State infrastructure strategy statements
- d) to prepare project implementation plans for major infrastructure projects
- e) to review and evaluate proposed major infrastructure projects by government agencies or the private sector and other proposed infrastructure projects (including recommendations for the role of Infrastructure NSW in the delivery of those projects)
- f) to oversee and monitor the delivery of major infrastructure projects and other infrastructure projects identified in plans adopted by the Premier
- g) to carry out or be responsible for the delivery of a specified major infrastructure project in accordance with an order of the Premier under Part 5
- h) to assess the risks involved in planning, funding, delivering and maintaining infrastructure, and the management of those risks
- i) to provide advice to the Premier on economic or regulatory impediments to the efficient delivery of specific infrastructure projects or infrastructure projects in specific sectors
- j) to provide advice to the Premier on appropriate funding models for infrastructure
- k) to co-ordinate the infrastructure funding submissions of the State and its agencies to the Commonwealth Government and to other bodies
- l) to carry out reviews of completed infrastructure projects at the request of the Premier
- m) to provide advice on any matter relating to infrastructure that the Premier requests.

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Chairman and CEO overview

Infrastructure NSW continues to play a key role in providing the NSW Government with independent advice about infrastructure priorities and assurance for major project delivery, as part of an ambitious investment program to support the growth of the NSW economy and community wellbeing.

The NSW Government has budgeted \$68.6 billion for capital spending to 2018–19. It is four years since the creation of Infrastructure NSW, and this significant investment in major projects draws strongly on the agency's advice to date.

The publication of *Rebuilding NSW; State Infrastructure Strategy 2014* last November was further evidence of the significant progress made to prioritise infrastructure investment. The strong signal that this pipeline of investment has sent to the global market is demonstrated by the number of international players competing for contracts in NSW. The breadth and pace of delivery means that the focus is now also on quality of execution.

This Annual Report sets out some of the key contributions made by Infrastructure NSW in 2014–15:

- Delivered the *State Infrastructure Strategy Update 2014*
- Provided advice for the 5-year State Infrastructure Plan to the NSW Government (published in the *NSW Government Infrastructure Statement 2015–16 Budget Paper No.2*)
- Reported to Cabinet on major project assurance for capital projects over \$100 million
- Completed the Capital Performance Review and recommended that a risk-based Investor Assurance Framework be implemented in 2015–16
- Managed the second stage of the Hawkesbury-Nepean Flood Management Review and provided secretariat for the Taskforce
- Recommended infrastructure projects for the *Restart NSW Fund* that were supported by the Treasurer and Cabinet, taking the total commitments for the Fund to over \$4 billion
- Delivered all milestones for Darling Harbour's transformation, which includes a new convention, exhibition and entertainment destination as well as major commercial developments, including a city neighbourhood, office space and a luxury hotel.

Infrastructure NSW will continue to work collaboratively across government to ensure effective planning of infrastructure investment with a focus on improved business case development, drawing on expert, independent assurance reviews at key project milestones. Infrastructure NSW is also committed to a continuing relationship with the private sector that fosters the opportunity for competition and innovation.

Looking ahead to 2015–16 Infrastructure NSW is focused on:

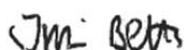
- Introducing a risk-based Infrastructure Investor Assurance Framework to help ensure the Government's key infrastructure projects are delivered on time and on budget.
- Establishing *Projects NSW*, a specialist delivery unit within Infrastructure NSW to leverage the organisation's existing governance and expertise and deliver some of the state's priority infrastructure projects.
- Reducing the long-term costs of infrastructure provision by ensuring agencies have the capability and resources to plan and prioritise effectively.
- Identifying new approaches to funding and procuring major infrastructure investment.
- Supporting 'whole of government' place-based planning for infrastructure provision and housing acceleration in response to population growth in urban renewal areas.
- Working with the Commonwealth Government to improve the quality of project planning and delivery, and improve affordability for national-scale projects.
- Benchmarking asset performance to identify ways of improving the performance of existing infrastructure and/or significant gaps that must be addressed in future long-term planning.

The year ahead will provide great opportunities to further advance the way we plan and deliver infrastructure across NSW. The progress made during 2014–15 was bolstered by the expert contribution and support of the Infrastructure NSW Board, together with the dedication and determination of Infrastructure NSW's compact and specialised team.

We look forward to working with the Infrastructure NSW Board and our staff in 2015–16 as we continue to improve the way infrastructure is delivered across our state, ensuring a prosperous future for the people of NSW.



Graham Bradley
Chairman



Jim Betts
Chief Executive Officer

Review of 2014–15

Infrastructure NSW had a successful 2014–15. Major achievements during the year are outlined in this section. One of the highlights was the remarkable progress made on transforming a 20-hectare site at Darling Harbour into a world class convention, exhibition and entertainment precinct.

State Infrastructure Update 2014

On 31 July 2014, the Premier directed Infrastructure NSW to advise the Government on an update to the 20-year State Infrastructure Strategy 2012. This followed a commitment by the Government that if re-elected it would raise \$20 billion for infrastructure investment from a long term lease of 49 per cent of the State's electricity distribution and transmission assets.

The *State Infrastructure Strategy Update 2014* was prepared in collaboration with key agencies and delivered to the Premier as requested in November 2015. Infrastructure NSW made 83 recommendations for project investment and reforms which will accelerate growth and deliver sustained economic and social benefits to the NSW community. The Government accepted Infrastructure NSW's advice and published its response *Rebuilding NSW - State Infrastructure Strategy 2014*.

Deloitte Access Economics found that effective implementation of Infrastructure NSW's recommendations could increase Gross State Product by \$30.9 billion by 2035, a 3.6 per cent increase, and add about 122,000 more jobs.

The investments and reforms that Infrastructure NSW recommended are anchored to three critical priorities: a competitive, global Sydney; supporting population and economic growth in Greater Sydney; and ensuring a competitive and connected regional economy.

Investment of up to \$20 billion over the next 10 years under Rebuilding NSW will be made in addition to the forecast State infrastructure expenditure of \$68.6 billion over the four years to 2019. This unprecedented investment requires an equal focus on fiscal discipline and achieving value for money.

Darling Harbour's transformation

The NSW Government's redevelopment of a 20-hectare precinct at Darling Harbour, which will include Sydney's new convention, exhibition and entertainment destination, reached a number of milestones during the year.

The project includes:

- the \$1.5 billion International Convention Centre Sydney (ICC Sydney)
- an adjacent circa 600 room luxury hotel
- a city neighbourhood, called Darling Square, comprising apartments, commercial offices, student accommodation, shops, restaurants and cafes, and a public car park
- reinvigorated and expanded public spaces, and improved pedestrian connections that will make Darling Harbour more accessible.

The project will deliver at least \$200 million in economic benefit each year and create about 3,700 jobs across the 20-hectare redevelopment during construction, with ongoing employment for 4,000 people.

The transformation will build on the success of Darling Harbour and create one of the world's best areas to live, meet, network and be entertained.

Infrastructure NSW is overseeing delivery of the project, having been tasked by the NSW Premier with this role in September 2011 under Sections 30 and 32 of the *Infrastructure NSW Act 2011*.

Milestones in 2014–15

During the reporting period, the project has moved both quickly and carefully, underscoring the Government's commitment to the development. Milestones include:

- Construction of ICC Sydney continued apace, with the convention, exhibition and entertainment buildings fast emerging from the ground, structural steel installation and concrete structural works advancing and some aspects of the façade beginning to be installed. Works on the public domain improvements also progressed in stages.
- Infrastructure NSW finalised the financial arrangements with Lendlease to develop the mixed use site at Darling Square and the luxury hotel – two components of the overall 20-hectare redevelopment. Early works commenced at both sites during the year.
- Planning approval was granted for various aspects of the project including design and architectural refinements to ICC Sydney and the hotel, and detailed designs for buildings at Darling Square. The entire project is subject to formal planning assessment and determination processes conducted by the Department of Planning and Environment.
- Business development, marketing and communication activities by ICC Sydney and Business Events Sydney ramped up, culminating in a major industry showcase. More than 20 international events have already been secured for the venue.

Hawkesbury-Nepean Flood Management Taskforce

The NSW Government's Hawkesbury-Nepean Valley Flood Management Taskforce was established in early 2014 to develop the second stage of an integrated and coordinated approach to improve the community's resilience to flooding. Infrastructure NSW is responsible for management of the work program.

Stage two of the Taskforce's investigations advance earlier work that was undertaken in 2013 in response to recommendations in the NSW Government's 2012 State Infrastructure Strategy.

During 2014-15 the Taskforce has further developed a strategy to build community resilience based on a comprehensive assessment of the most practical and cost effective flood mitigation options. These options include road upgrades; flood mitigation infrastructure, such as changes to Warragamba Dam; measures to increase flood awareness and preparedness in the community; improvements to emergency planning, response and recovery; and better consideration of flood risk in land use planning. The strategy will present a balanced suite of measures for the Government to consider in 2015–16.

The Taskforce is working with local councils and stakeholders from insurance, flood and water management agencies to gain a full understanding of local issues and views, and ensure these inform its recommendations.

The Taskforce's work is adding to the extensive arrangements already in place for flood warnings, management and evacuation procedures to ensure community safety.

Five Year State Infrastructure Plan 2015–16 to 2018–20

Following the NSW Government's adoption of the 20-year State Infrastructure Strategy in December 2012, and the State Infrastructure Strategy 2014 Update last November, Infrastructure NSW has provided its third 5-year State Infrastructure Plan, as required under the Act. The plan was published as part of the *NSW Government Infrastructure Statement 2015–16 Budget Paper No. 2*.

In developing the Plan, Infrastructure NSW is required to identify specific major infrastructure projects and reforms to be undertaken as a priority in the five years from 2015–16 to 2019–20, having regard to the 20-year State Infrastructure Strategy adopted by the Premier.

The Plan is designed to:

- Ensure that the highest priority projects and investments are funded
- Prioritise value for money in infrastructure planning, funding and delivery
- Provide the community and industry with a more detailed picture of the major infrastructure project pipeline, which contributes to increased innovation, competition and efficiency in delivering projects.

Infrastructure NSW is tasked with an annual review of the 5-year State Infrastructure Plan, to align with each NSW Budget. The full Infrastructure Statement is available on the NSW Treasury website.

Investor assurance

During the year, Infrastructure NSW completed a Capital Performance Review aimed at lifting the quality of oversight and the effectiveness of decision-making across government for major capital investments. The review set out to define good practice principles and to identify ways to improve assurance for major projects in NSW.

The principal finding of the Review was that there was a need for stronger investor oversight and assurance and that the most critical opportunity to improve capital performance would be to improve the processes used at the centre of government, with a specific focus on the 'investor perspective' and the role of the investor at all stages of the capital investment lifecycle.

To address this finding Infrastructure NSW developed an Infrastructure Investor Assurance Framework to be applied across government. The framework includes the establishment of the Infrastructure Investor Assurance Committee (IIAC), chaired by Infrastructure NSW and comprising the heads of key agencies to advise the Government on the planning, procurement, governance and management of major infrastructure projects.

The focus will be on projects assessed to be high profile and/or high risk based on weightings for:

- government priority
- estimated total cost
- interface risk
- complexity of procurement
- delivery agency capacity
- essential service.

Restart NSW

Infrastructure NSW is responsible for assessing and making recommendations to the NSW Government for use of Restart NSW funds. Restart NSW was established by the NSW Government in June 2011 to finance a range of high priority future infrastructure projects across the state.

The purpose of the Restart NSW Fund is to improve economic growth and productivity by investing in major projects that will improve public transport, roads and the competitiveness of the State, as well as local infrastructure in regional areas that are affected by mining operations, health facilities, and workplaces for frontline government staff. Proceeds are realised from asset sales, Waratah Bonds, interest income and windfall tax revenue.

By the end of 2014–15, more than \$9 billion had been deposited in the Restart NSW Fund. Use of these funds is focused on accelerating priority projects, including State Infrastructure Strategy commitments.

Investment commitments in 2014–15 included:

- New Intercity Fleet (\$402 million)
- Fast-tracked Rebuilding NSW commitments, including for the Pacific, Mitchell and Newell Highways (\$146.0 million)
- Water Security for Regions (\$127.4 million)
- Western Sydney Roads supporting Sydney's Second Airport (\$103.3 million)
- Regional Freight Pinch Point and Safety Program (\$85.0 million)
- Taronga Zoo (\$57.4 million)
- Western NSW Freight Productivity Program (\$44.7 million)
- Fixing Country Roads (\$39.3 million).

Thirty per cent of Restart NSW funds are committed towards Regional NSW projects (outside Newcastle, Sydney and Wollongong). This includes an allocation of three per cent of proceeds to the Resources for Regions program for mining affected communities.

Governance

Management and structure

Infrastructure NSW's governance model as established by the *Infrastructure NSW Act 2011* comprises a Board and Chief Executive Officer.

The Board

The Board provides general policies and strategic direction for Infrastructure NSW as well as advice to the Premier and CEO of Infrastructure NSW on infrastructure matters. It comprises an independent Chairman and five members with relevant infrastructure sector experience, all appointed by the Premier, and the heads of the Departments of Premier and Cabinet, Trade and Investment, Regional Infrastructure and Services, Planning and Infrastructure, and the Secretary of the Treasury.

Graham Bradley AM – Chairman

BA, LLB (Hons 1) (Syd), LLM (Harvard), FAICD

Appointed 4 July 2013 for a period of four years.

Graham Bradley is a professional company director and is currently Non-Executive Chairman of HSBC Bank Australia, Stockland Corporation and EnergyAustralia Holdings. He also on the Boards of The Hongkong and Shanghai Banking Corporation, Virgin Australia International Holdings, Po Valley Energy, GI Dynamics, Inc and Anglo American Australia.

Graham was managing director of Perpetual Limited from 1995–2003. Prior to joining Perpetual, Graham was national managing partner of leading national law firm, Blake Dawson (now Ashurst). Before this, Graham was a partner of McKinsey & Company, a leading international firm of management consultants.

Graham was President of the Business Council of Australia from 2009–2011 and Vice President from 2011–2012. He was Deputy President of the Takeovers Panel from 2006–2013. He is a member of the Advisory Council of the Australian School of Business at UNSW and a director of the European Australian Business Council. Graham also devotes time to a range of non-profit organisations, including the State Library of NSW.

Graham was made a member of the Order of Australia in 2009 in recognition of his contribution to business, medical research and the arts.

Jim Betts – Chief Executive Officer

BA, MSc

Appointed 29 June 2013.

Jim Betts was appointed as CEO of Infrastructure NSW following five years as the Secretary of the Victorian Department of Transport and four years as the Director of Public Transport at the Victorian Department of Infrastructure.

Key personal achievements during this time include the delivery of the \$38 billion Victorian Transport Plan, the overhaul of Victoria's legislative framework to integrate the planning of transport and land use, and overseeing construction of the \$4.3 billion Regional Rail Link project.

Jim's 25 years' experience spans strategic transport planning, infrastructure delivery, and transformative structural reform, including privatisation, private finance and regulatory reform, and also includes senior roles in the United Kingdom Government.

Max Moore-Wilton AC – Private Sector Member

Bec

Appointed 15 July 2011 for a period of four years.

Max Moore-Wilton was appointed as Chairman of Sydney Airport Holdings Limited, formerly called MAp Airports Limited, in April 2006. He was Chairman of Sydney Airport Corporation Limited from 2006 to May 2015. Prior to this appointment he was Executive Chairman of Sydney Airport Corporation from 2002 and is past President of the Airport Council International (ACI) World Governing Board.

Max was Chairman of Southern Cross Austereo Media Group (Previously Macquarie Media Group) from 2007 to February 2015.

From 1996 Max was Secretary to the Department of Prime Minister and Cabinet where he oversaw fundamental reform of the Commonwealth Public Service. He was appointed a Companion in the General Division of the Order of Australia in the Australia Day Honours List 2001.

Rod Pearse OAM – Private Sector Member

BCom (Hons) UNSW, MBA (Hons) Harvard

Appointed 15 July 2011 for a period of four years.

Rod Pearse is a member of the Sydney Motorway Corporation Board; the Smart Infrastructure Facility Advisory Council, University of Wollongong; a Director of O'Connell Street Associates; a member of UBS Advisory Panel; a member of Bain Consulting Advisory Panel; and the Chairman of Fife Capital Funds Limited.

Rod was CEO of Boral Limited (2000 to 2009); a Board member of the Business Council of Australia (2003 to 2009); Chairman of the BCA's Sustainable Growth and Infrastructure Task Force; a member of the WestConnex Delivery Authority Board (2013 to 2015); and a member of the COAG Reform Council Expert Panel on Cities (2010 to 2012).

Rod was awarded an OAM for services to Youth in 2009.

Roger Fletcher – Private Sector Member

Appointed 15 July 2011 for a period of four years.

Roger Fletcher is Managing Director of Fletcher International Exports, a company that exports sheep meats, wool and grain to more than 95 countries worldwide and farms sheep, wheat and cotton.

Roger is also Chairman of the National Export Lamb, Sheep and Goat Industries Council, board member of the Australian Meat Industry Council and the Australian Processor Council, and Vice Chair of Australian Wool Innovation.

Arlene Tansey – Private Sector Member

Appointed 11 June 2014 for a period of four years.

Arlene Tansey is a Non-Executive Director of Adelaide Brighton Limited, Primary Health Care, Lendlease Investment Management and ARACY: The Australian Research Alliance for Children & Youth. She is also the Chairman of Urbanise.com Limited and Future Fibre Technologies Limited.

Arlene is a Fellow of the Australian Institute of Company Directors and a member of Chief Executive Women. Her professional experience is as a senior investment banker, commercial banker and finance and securities lawyer.

Dieter Adamsas – Private Sector Member

Appointed 11 June 2014 for a period of four years.

Dieter Adamsas is Chairman of Geotech Group. He was formerly Deputy Chief Executive Officer and Chief Financial Officer of Leighton Holdings Limited (2000-2007 and 1986-2007 respectively), and has 40 years' experience in the construction industry.

Dieter was previously Chairman of Leighton Contractors (2007-2010) and Chairman of Hong Kong based Leighton Asia (2008-2011). He is a former Director of the Committee for Economic Development of Australia and former Member of the Trade Advisory Council. He is currently a Member of the University of New South Wales Business Advisory Council and Fellow of the Australian Institute of Company Directors. He has also previously been a Director of Thiess Pty Ltd, John Holland Pty Ltd and Leighton Properties Pty Ltd.

Active in CFO affairs, Dieter is a current Director and former President of the Financial Executives Institute of Australia.

Blair Comley – Secretary, NSW Department of Premier and Cabinet

Appointed 7 October 2014 by virtue of his position within the NSW public service and consistent with the *Infrastructure NSW Act 2011*.

Blair Comley is a trained economist and was formerly a special adviser with financial services firm PriceWaterhouseCoopers.

Between 1994 and 2007 Blair held a number of senior roles with Commonwealth Treasury, including an assignment with the Australian delegation to the OECD in Paris.

In 2013 he was Secretary of the Department of Resources, Energy and Tourism, and between 2008 and 2013 was with Department of Climate Change and Energy Efficiency, including as Secretary from 2011 to 2013.

Rob Whitfield – Secretary, NSW Treasury

Appointed 13 July 2015 by virtue of his position within the NSW public service and consistent with the *Infrastructure NSW Act 2011*.

Rob Whitfield joined the public service following a distinguished 30-year career at Westpac, most recently as Chief Executive of Westpac's Institutional Bank and Chairman of Westpac's Asia Advisory Board.

Rob is a Fellow of the Australian Institute of Company Directors (AICD) and a Senior Fellow of the Financial Services Institute of Australasia (FINSIA).

Carolyn McNally – Secretary, NSW Planning and Environment

Appointed 1 May 2014 by virtue of her position within the NSW public service and consistent with the *Infrastructure NSW Act 2011*.

Carolyn McNally has a strong public sector reform background and has worked extensively as a Commonwealth Government senior executive in regional services, infrastructure, health and education.

Carolyn commenced with the State Government in 2011 as Deputy Director General in Transport with responsibility for transport planning, including the NSW Long Term Transport Masterplan, and the capital investment portfolio.

Former Board members who served during the 2014–15 year

Philip Gaetjens – Former Secretary, NSW Treasury

BA(Hons), GradDip ProfAcc

Appointed 15 August 2011 by virtue of his position within the NSW public service and consistent with the *Infrastructure NSW Act 2011*. Resigned from this position and thereby from Infrastructure NSW's Board on 3 July 2015.

Philip Gaetjens was Secretary to the NSW Treasury and previously Secretary of the GST Distribution Review in the Australian Treasury. He also established and headed the APEC Policy Support Unit which provides analytical and research capability in support of APEC's work on economic, trade and investment issues. Between March 1997 and December 2007 Philip was Chief of Staff in the Office of the Australian Treasurer, the Hon Peter Costello MP. He has also held senior positions in the South Australian Department of Treasury and Finance and the Department of the Prime Minister and Cabinet.

Mark Paterson AO – Former Director General, Department of Trade and Investment, Regional Infrastructure and Services

BBus, FAICD, FAIM, FRMIA

Appointed 1 July 2011 by virtue of his position within the NSW public service and consistent with the *Infrastructure NSW Act 2011*. Resigned from this position and thereby from Infrastructure NSW's Board on 30 June 2015.

Mark Paterson was Director General of the NSW Department of Trade and Investment, Regional Infrastructure and Services. Previously Mark held roles as Secretary and Chief Executive of the Commonwealth Department of Innovation, Industry, Science and Research; Secretary of the former Department of Industry, Tourism and Resources and Chief Executive of the Australian Chamber of Commerce and Industry. He has held a wide range of Directorships and was appointed an Officer of the Order of Australia in 2007.

Board meetings

There were 10 Board meetings in 2014–15.

Board member	Meetings attended
Chairman – Graham Bradley	9
CEO – Jim Betts	10
Private sector member – Roger Fletcher	9
Private sector member – Arlene Tansey	9
Private sector member – Max Moore-Wilton	9
Private sector member – Rod Pearse	8
Private sector member – Dieter Adamsas	8
Secretary, Department of Planning and Infrastructure*	10
Secretary, Department of Premier and Cabinet*	9
Secretary, Department of Trade and Investment*	10
Secretary for Treasury*	9

* Had representatives attend on their behalf

Audit and risk committee meetings

There were four audit and risk committee meetings in 2014–15.

Committee member	Meetings attended
Chair – Rod Pearse	4
Member – Arlene Tansey	4
Member – Christopher Swann	4

Organisation structure



Our senior management team

Infrastructure NSW has a small team of talented and experienced staff who are working to deliver the functions of the organisation.

Jim Betts

BA, MSc
Chief Executive Officer and Coordinator General

Amanda Jones

BSocSc, GAICD
Chief Operating Officer

Jennifer Davis

BFAdmin, CPA, GAICD
Executive Director, Strategic Planning

Erin Flaherty

BA, B Juris, LLM, GradDip ACG, MAICD, ACSA, ACIS
Executive Director, Transport, Social and Cultural Infrastructure

Ross Parker

BEng (Civ), MBA
Executive Director, Performance Management

Christopher Swann

BA (Hons) History, Chartered Accountant
Executive Director, Investment and Reform

Dominique Wolfe

BSc, GradCertPR
Director, Corporate Affairs

Sydney International Convention, Exhibition and Entertainment Precinct Delivery Team

David Riches

BSc, B Arch (Hons), Grad Dip App Fin, FFin, FAIM
Project Director

Tom Ussia

BE Hons (Civil)
Development Director

Ross Horlyck

BEng (Mech) Hons, GradDipCompSc, GDM
Operations Director

Risk management and insurance

Infrastructure NSW has appropriate structures and processes to identify and manage material risks to its strategic and operational objectives.

Under the Model Charter adopted by Infrastructure NSW's Audit and Risk Management Committee, the Committee will ensure Infrastructure NSW operates with appropriate and effective risk management and control frameworks and processes and ensure it has a performance management framework that is linked to organisational objectives and outcomes. The internal audit function of Infrastructure NSW is outsourced to external advisors O'Conner Marsden.

Infrastructure NSW uses the NSW Treasury Managed Fund for its insurance requirements including workers' compensation, public liability, property and miscellaneous items.

During 2014–15 there were no claims made against any of these insurance categories.

Internal audit and risk management attestation

Internal Audit and Risk Management Attestation for the 2014-15 Financial Year for Infrastructure NSW

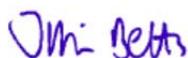
I, Jim Betts, am of the opinion that Infrastructure NSW has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*. These processes provide a level of assurance that enables the senior management of Infrastructure NSW to understand, manage and satisfactorily control risk exposures.

I, Jim Betts, am of the opinion that the Audit and Risk Committee of Infrastructure NSW is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Independent Chair, Rod Pearse, appointed to the position on 1 June 2014 for a term consistent with his tenure on the Board of Infrastructure NSW.
- Independent Member 1, Arlene Tansey, appointed on 11 June 2014 for a term consistent with her tenure on the Board of Infrastructure NSW.
- Non-independent Member 1, Chris Swann, appointed on 7 May 2013 for a three year term.

I, Jim Betts, declare that this Internal Audit and Risk Management Attestation is made on behalf of the following controlled entities (or subsidiaries):

- INSW Staff Agency (formerly the Infrastructure NSW Division)



31 AUG 2015

Jim Betts

Chief Executive Officer, Infrastructure NSW

Digital information security attestation

Digital Information Security Annual Attestation Statement for the 2014-15 Financial Year for Infrastructure NSW

I, Jim Betts, am of the opinion that Infrastructure NSW had an Information Security Management System in place during the 2014-15 financial year that is consistent with the Core Requirements set out in the NSW Government *Digital Information Security Policy*.

The controls in place to mitigate identified risks to the digital information and digital information systems of Infrastructure NSW are adequate.

There is no agency under the control of Infrastructure NSW which is required to develop an Independent ISMS in accordance with the NSW Government Digital Information Security Policy.

21 SEP 2015



Jim Betts
Chief Executive Officer
Infrastructure NSW

Financial statements

Infrastructure NSW

STATEMENT BY THE CHIEF EXECUTIVE OFFICER Infrastructure NSW

Pursuant to section 41C of the *Public Finance and Audit Act 1983*, I state that to the best of my knowledge and belief:

- a) the accompanying Financial Statements exhibit a true and fair view of the financial performance and financial position of Infrastructure NSW as at 30 June 2015, and transactions for the year then ended;
- b) the accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2015, the Financial Reporting Code for NSW General Government Entities and Treasurer's Directions;
- c) the financial statements and notes have been prepared in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) and other authoritative pronouncements of the Australian Accounting Standards Board;
- d) there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Jim Betts
Chief Executive Officer
Infrastructure NSW

21 September 2015



INDEPENDENT AUDITOR'S REPORT

Infrastructure NSW and Controlled Entity

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Infrastructure NSW and its controlled entity, which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information of Infrastructure NSW and the consolidated entity. The consolidated entity comprises Infrastructure NSW and the entities it controlled at the year's end and from time to time during the financial year.

Opinion

In my opinion the financial statements:

- give a true and fair view of the financial position of Infrastructure NSW and the consolidated entity as at 30 June 2015, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

The Chief Executive Officer's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

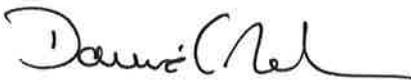
My opinion does *not* provide assurance:

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

Independence

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

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



David Nolan
Director, Financial Audit Services

21 September 2015
SYDNEY

Infrastructure NSW
Financial Statements
for the year ended 30 June 2015

Infrastructure NSW
Statement of comprehensive income
for the year ended 30 June 2015

	Notes	Consolidated			INSW		
		Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
Expenses excluding losses							
Operating expenses							
Employee related	2(a)	4,590	4,159	3,601	-	-	
Other operating expenses	2(b)	8,480	11,325	4,281	8,480	11,325	
Depreciation and amortisation expenses	2(c)	221	236	222	221	236	
Personnel services	2(d)	-	-	-	4,408	4,091	
Other expenses	2(e)	8,380	21,766	49,785	8,380	21,766	
Total Expenses excluding losses		21,671	37,486	57,889	21,489	37,418	
Revenue							
Sale of goods and services	3(a)	8,380	21,766	49,785	8,380	21,766	
Investment income	3(b)	35	-	61	35	-	
Grants and contributions	3(c)	12,226	15,152	8,524	12,226	15,152	
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	182	68	82	-	-	
Total Revenue		20,823	36,986	58,452	20,641	36,918	
Gain / (loss) on disposal	4	(7)	-	(1)	(7)	(1)	
Net Result		(855)	(500)	562	(855)	562	
Other comprehensive income							
Total other comprehensive income		-	-	-	-	-	
TOTAL COMPREHENSIVE INCOME		(855)	(500)	562	(855)	562	

The accompanying notes form part of these financial statements.

Infrastructure NSW
Statement of financial position
as at 30 June 2015

	Notes	Consolidated			INSW		
		Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
ASSETS							
Current Assets							
Cash and cash equivalents	6	2,919	1,354	664	2,919	1,354	664
Receivables	7	2,042	2,641	3,589	2,042	2,641	3,589
Total Current Assets		4,961	3,995	4,253	4,961	3,995	4,253
Non-Current Assets							
Plant and equipment	8	192	138	381	192	138	381
Intangible assets	9	-	-	19	-	-	19
Total Non-Current Assets		192	138	400	192	138	400
Total Assets		5,153	4,133	4,653	5,153	4,133	4,653
LIABILITIES							
Current Liabilities							
Payables	10	3,152	1,779	1,780	3,561	1,779	2,057
Provisions	11	403	327	274	-	327	-
Other	12	65	-	156	65	-	156
Total Current Liabilities		3,620	2,106	2,210	3,626	2,106	2,213
Non-Current Liabilities							
Provisions	11	111	312	101	105	312	98
Other	12	-	-	65	-	-	65
Total Non-Current Liabilities		111	312	166	105	312	163
Total Liabilities		3,731	2,418	2,376	3,731	2,418	2,376
Net Assets		1,422	1,715	2,277	1,422	1,715	2,277
EQUITY							
Accumulated funds		1,422	1,715	2,277	1,422	1,715	2,277
Total Equity		1,422	1,715	2,277	1,422	1,715	2,277

The accompanying notes form part of these financial statements.

Infrastructure NSW
Statements of changes in equity
for the year ended 30 June 2015

Consolidated / INSW	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2014	2,277	2,277
Net result for the year	(855)	(855)
Total comprehensive income for the year	(855)	(855)
Balance at 30 June 2015	1,422	1,422

Consolidated / INSW

Balance at 1 July 2013	1,715	1,715
Net result for the year	<u>562</u>	<u>562</u>
Total comprehensive income for the year	<u>562</u>	<u>562</u>
Balance at 30 June 2014	<u>2,277</u>	<u>2,277</u>

Infrastructure NSW
Statement of cash flows
for the year ended 30 June 2015

	Consolidated			INSW			
	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee related		(4,234)	(4,124)	(3,515)	-	-	-
Other		(17,567)	(33,091)	(59,802)	(21,801)	(37,215)	(63,317)
Total Payments		(21,801)	(37,215)	(63,317)	(21,801)	(37,215)	(63,317)
Receipts							
Sale of goods and services		11,800	21,766	54,477	11,800	21,766	54,477
Interest received		43	-	40	43	-	40
Grants and contributions		12,226	15,152	8,524	12,226	15,152	8,524
Total Receipts		24,069	36,918	63,041	24,069	36,918	63,041
NET CASH FLOWS FROM OPERATING ACTIVITIES	16	2,268	(297)	(276)	2,268	(297)	(276)
CASH FLOWS FROM INVESTING ACTIVITIES							
Purchases of plant and equipment		(13)	-	(19)	(13)	-	(19)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(13)	-	(19)	(13)	-	(19)
NET INCREASE / (DECREASE) IN CASH		2,255	(297)	(295)	2,255	(297)	(295)
Opening cash and cash equivalents		664	1,651	959	664	1,651	959
CLOSING CASH AND CASH EQUIVALENTS	6	2,919	1,354	664	2,919	1,354	664

The accompanying notes form part of these statements.

1 Summary of Significant Accounting Policies

(a) Reporting entity

Infrastructure New South Wales (hereafter referred to as INSW) was established in July 2011 as a statutory authority under the Infrastructure NSW Act 2011. It provides independent advice to help the Government identify and prioritise critical public infrastructure across NSW. INSW is a reporting entity, comprising all the entities under its control, namely INSW Staff Agency (Staff Agency).

The Staff Agency is a public service agency established under the Administrative Arrangements Order 2014 and is pursuant to Part 2 of Schedule 1 of the Government Sector Employment Act 2013 (formerly the Infrastructure Special Officers Group (INSW Division) established under the former Public Sector Employment Management Act 2002). The Staff Agency comprises persons who are employed under the Government Sector Employment Act 2013 to enable INSW to exercise its functions.

In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entities, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies.

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

These consolidated financial statements for the year ended 30 June 2015 have been authorised for issue by the Chief Executive Officer on 18 September 2015.

(b) Basis of preparation

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

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983 and Public Finance and Audit Regulation 2015 and*
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Plant and equipment are measured at fair value. Other financial statements items are prepared in accordance with the historical cost convention.

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

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

(c) Statement of compliance

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

(d) Insurance

INSW's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government entities. The expense (premium) is determined by the Fund Manager based on past claims experience.

1 Summary of Significant Accounting Policies (cont'd)

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

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

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

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

(f) Income recognition

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

(i) Grants revenue

Grants are generally recognised as income when INSW obtains control over the assets and grants are normally obtained upon the receipt of cash.

(ii) Sale of goods*

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

(iii) Rendering of services*

Revenue is recognised when the service is provided.

- * The Sale of goods and services revenue amount disclosed in the Statement of Comprehensive Income represents reimbursement from the Sydney Harbour Foreshore Authority for expenditure incurred on the Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP) Project. The expenditure incurred at reporting date is shown as Other Expenses in the Statement of Comprehensive Income and is offset by the amount shown as Sale of goods and services.

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

(g) Assets

(i) Acquisitions of assets

Assets acquired are initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

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

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted over the period of credit.

1 Summary of Significant Accounting Policies (cont'd)

(g) Assets (cont'd)

(ii) Capitalisation thresholds

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

(iii) Revaluation of plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 Fair Value Measurement and AASB 116 Property, Plant and Equipment.

Non specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

(iv) Impairment of plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. As plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(v) Depreciation of plant and equipment

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

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

Depreciation Rates	2015 % Rate
Intangible Asset	
Computer software	25
Plant & Equipment	
Office furniture and fittings	14
Computer equipment and hardware	25
General plant and equipment	25
Leasehold improvements	- depreciated over the period of the lease

(vi) Restoration costs

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

(vii) Maintenance

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

1 Summary of Significant Accounting Policies (cont'd)

(g) Assets (cont'd)

(viii) Leased assets

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

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

(ix) Intangible assets

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

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

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

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

INSW's intangible assets are amortised using the straight line method over a period of four years.

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

(x) Receivables

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

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

(h) Liabilities

(i) Payables

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

(ii) Employee benefits

Employee benefits are provided to the INSW by the Staff Agency. The INSW recognises personnel services expenses and provisions for these benefits.

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

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

1 Summary of Significant Accounting Policies (cont'd)

(h) Liabilities (cont'd)

(ii) Employee benefits (cont'd)

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

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

(b) Long service leave and superannuation

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 14/04) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

(c) Consequential on-costs

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

(iii) Other Provisions

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

(i) Fair value hierarchy

Fair value hierarchy disclosure under AASB 13 Fair Value Measurement, is not required as the INSW's assets are non-specialised assets with short useful lives and measured at depreciated historical cost as an approximation of fair value.

(j) Equity and reserves

(i) Accumulated Funds

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

1 Summary of Significant Accounting Policies (cont'd)

(k) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements is explained in Note 15.

(l) Comparative information

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

(m) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2014-15

The accounting policies applied in 2014-15 are consistent with those of the previous financial year except for the following standards adopted for the first time in 2014-15. The impact of these Standards in the period of initial application is not material.

- AASB 10 (NFP) Consolidated Financial Statements
- AASB 1031 Materiality
- AASB 1055 Budgetary Reporting
- AASB 2013-1 Amendments to AASB 1049 Relocation of Budgetary Reporting Requirements
- AASB 2013-8 Amendments to Australian Accounting Standards Australian Implementation Guidance for Not for Profit Entities Control and Structured Entities
- AASB 2013-9 Regarding the Conceptual Framework, Materiality and Financial Instruments (Part B)

(ii) Issued but not yet effective

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

The following new Australian Accounting Standards have not been applied and are not yet effective. The Treasury Circular TC15/03 mandates not to early adopt any of the new Accounting Standards and Interpretations.

- AASB 9, AASB 2013-9 (Part C), AASB 2014-1 (Part E), AASB 2014-7 and AASB 2014-8 Financial Instruments
- AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (operative 1 Jan 2018)
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation (operative 1 Jan 2016)
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012 2014 cycle (operative 1 Jan 2016)
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives (operative 1 Jan 2016)
- AASB 2015-3 regarding materiality (operative 1 July 2015)
- AASB 2015-6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-profit Public Sector Entities (operative 1 July 2016)

Management cannot assess and determine the impact of these new Standards and Interpretations to the INSW's financial statements.

2 Expenses Excluding Losses

	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
(a) Employee related expenses				
Salaries and wages (including annual leave)	3,972	3,116	-	-
Superannuation - defined contribution plans	196	183	-	-
Long service leave	178	81	-	-
Workers compensation insurance	12	11	-	-
Payroll tax and fringe benefit tax	201	171	-	-
On-costs- annual leave and long service leave	31	39	-	-
	<u>4,590</u>	<u>3,601</u>	<u>-</u>	<u>-</u>
	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
(b) Other operating expenses include the following:				
Auditor's remuneration - audit of the financial statements	73	70	73	70
Internal audit fees	52	19	52	19
Other contractors	6,564	2,340	6,564	2,340
Boards and Committees	163	159	163	159
Fees for services rendered	668	636	668	636
Insurance - public liability	9	10	9	10
Operating lease rental expense - minimum lease payments	757	726	757	726
Printing	30	20	30	20
Other expenses	163	301	163	301
Maintenance expenses	1	-	1	-
	<u>8,480</u>	<u>4,281</u>	<u>8,480</u>	<u>4,281</u>
<i>* Reconciliation - Total maintenance</i>				
Maintenance expense - other (non-employee related), as above	1	-	1	-
Total maintenance expenses included in Note 2(a) + 2(b)	<u>1</u>	<u>-</u>	<u>1</u>	<u>-</u>
(c) Depreciation and amortisation expense				
Depreciation				
Plant and Equipment	63	58	63	58
Leasehold improvements	139	133	139	133
Total depreciation	<u>202</u>	<u>191</u>	<u>202</u>	<u>191</u>
Amortisation				
Intangible	19	31	19	31
	<u>221</u>	<u>222</u>	<u>221</u>	<u>222</u>

2 Expenses Excluding Losses (cont'd)

	Consolidated		INSW	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
(d) Personnel services				
Personnel services	-	-	4,408	3,519
	-	-	4,408	3,519
(e) Other expenses				
Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP) expenses	8,380	49,785	8,380	49,785
	8,380	49,785	8,380	49,785

The expenses incurred for the SICEEP project are fully recoverable from Sydney Harbour Foreshore Authority. The recovered amount is shown in Note 3(a).

3 Revenue

	Consolidated		INSW	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
(a) Sale of goods and services				
Rendering of services - Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP) recoveries	8,380	49,785	8,380	49,785
	8,380	49,785	8,380	49,785
(b) Investment revenue				
Interest revenue from financial assets not at fair value through profit or loss	35	61	35	61
	35	61	35	61
(c) Grants and contributions				
Grants received from budget dependant agencies	12,226	8,524	12,226	8,524
	12,226	8,524	12,226	8,524
(d) Acceptance by the Crown Entity of employee benefit				
Long Service Leave	178	81	-	-
Payroll tax	4	1	-	-
	182	82	-	-

4 Gain / (Loss) on Disposal

	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Gain / (loss) on disposal of plant and equipment				
Proceeds from disposal	-	-	-	-
Less: Written down value of assets disposed	(7)	(1)	(7)	(1)
Net gain / (loss) on disposal of plant and equipment	<u>(7)</u>	<u>(1)</u>	<u>(7)</u>	<u>(1)</u>

5 Service Group of the Entity

Service Group - Invest in critical Infrastructure

Purpose:

The service group covers improving the identification and delivery of critical infrastructure across the State and advises the Government on economic and regulatory impediments to infrastructure delivery and funding approaches.

6 Current Assets - Cash and Cash Equivalents

	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Cash at bank and on hand	<u>2,919</u>	<u>664</u>	<u>2,919</u>	<u>664</u>
	2,919	664	2,919	664

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

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

	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents (per statement of financial position)	<u>2,919</u>	<u>664</u>	<u>2,919</u>	<u>664</u>
Closing cash and cash equivalents (per statement of cash flows)	<u>2,919</u>	<u>664</u>	<u>2,919</u>	<u>664</u>

Refer Note 17 for details regarding credit risk, liquidity risk, and market risk arising from financial instruments.

7 Current Assets - Receivables

	Consolidated		INSW	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Sale of goods and services *	204	2,017	204	2,017
Goods and Services Tax (GST)	43	76	43	76
Other	-	55	-	55
Interest receivable	16	24	16	24
Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP)	1,779	1,417	1,779	1,417
	2,042	3,589	2,042	3,589

* Sale of goods and services represents invoiced amounts and includes recovery from Sydney Harbour Foreshore Authority for the SICEEP Project. The amount disclosed as SICEEP represents expenditure incurred by INSW but not yet invoiced to SHFA for the SICEEP Project.

8 Non-Current Assets - Plant and Equipment

Consolidated / INSW

	Plant and Equipment \$'000	Leasehold Improvements \$'000	Total \$'000
At 1 July 2014 - fair value			
Gross carrying amount	352	541	893
Accumulated depreciation	(151)	(361)	(512)
Net carrying amount	201	180	381
At 30 June 2015 - fair value			
Gross carrying amount	349	547	896
Accumulated depreciation	(205)	(499)	(704)
Net carrying amount	144	48	192

Reconciliation

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

	Plant and Equipment \$'000	Leasehold Improvements \$'000	Total \$'000
Year ended 30 June 2015			
Net carrying amount at start of year	201	180	381
Additions	13	7	20
Disposals	(16)	-	(16)
Depreciation expense	(63)	(139)	(202)
Write back of depreciation on disposal	9	-	9
Net carrying amount at end of year	144	48	192

Infrastructure NSW
Notes to the financial statements
for the year ended 30 June 2015

8 Non-Current Assets - Plant and Equipment (cont'd)

	Plant and Equipment \$'000	Leasehold Improvements \$'000	Total \$'000
At 1 July 2013 - fair value			
Gross carrying amount	334	532	866
Accumulated depreciation	(90)	(228)	(318)
Net carrying amount	<u>244</u>	<u>304</u>	<u>548</u>
At 30 June 2014 - fair value			
Gross carrying amount	352	541	893
Accumulated depreciation	(151)	(361)	(512)
Net carrying amount	<u>201</u>	<u>180</u>	<u>381</u>

Reconciliation

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

	Plant and Equipment \$'000	Leasehold Improvements \$'000	Total \$'000
Year ended 30 June 2014			
Net carrying amount at start of year	244	304	548
Additions	19	9	28
Disposals	(1)	-	(1)
Depreciation expense	(58)	(133)	(191)
Other - SICEEP	(3)	-	(3)
Net carrying amount at end of year	<u>201</u>	<u>180</u>	<u>381</u>

9 Intangible Assets

	Software (including IT Network design) \$'000
Consolidated / INSW	
At 1 July 2014	
Cost (gross carrying amount)	94
Accumulated amortisation and impairment	(75)
Net carrying amount	19
At 30 June 2015	
Cost (gross carrying amount)	94
Accumulated amortisation and impairment	(94)
Net carrying amount	-
Year ended 30 June 2015	
Net carrying amount at start of year	19
Amortisation (recognised in 'depreciation and amortisation')	(19)
Net carrying amount at end of year	-
At 1 July 2013	
Cost (gross carrying amount)	94
Accumulated amortisation and impairment	(44)
Net carrying amount	50
At 30 June 2014	
Cost (gross carrying amount)	94
Accumulated amortisation and impairment	(75)
Net carrying amount	19
Year ended 30 June 2014	
Net carrying amount at start of year	50
Additions	-
Amortisation (recognised in 'depreciation and amortisation')	(31)
Net carrying amount at end of year	19

10 Current Liabilities - Payables

	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Accrued salaries, wages and on-costs	63	22	-	-
Creditors	3,089	1,758	2,946	1,616
Personnel services	-	-	615	441
	3,152	1,780	3,561	2,057

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 17.

11 Current /Non-Current Liabilities - Provisions

	Consolidated		INSW	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Current				
Employee benefits and related on-costs				
Annual leave	317	204	-	-
Long service leave	44	36	-	-
Payroll tax	42	34	-	-
Total current provisions	403	274	-	-
Non-current				
Employee benefits and related on-costs				
Long service leave	6	3	-	-
	6	3	-	-
Non-current				
Other provisions				
Restoration costs	105	98	105	98
	105	98	105	98
Total non-current provisions	111	101	105	98
Aggregate employee benefits and related on-costs				
Provisions - current	403	274	-	-
Provisions - non-current	6	3	-	-
Accrued salaries, wages and on-costs (Note 10)	63	22	-	-
	472	299	-	-

All the employee leave entitlements are expected to be paid within twelve months from the reporting period.

Movements in provisions (other than employee benefits)

Movements in each class of provision during the year, other than employee benefits are set out below:

	Restoration Costs \$'000	
Consolidated / INSW	2015	2014
2015		
Carrying amount at the beginning of financial year	98	
Additional provisions recognised	7	
Carrying amount at end of financial year	105	

12 Current / Non-Current Liabilities - Other

	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Current				
Lease incentive	65	156	65	156
	65	156	65	156

	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Non-Current				
Lease incentive	-	65	-	65
	-	65	-	65

13 Commitments for Expenditure

	Consolidated		INSW	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000

Operating Lease Commitments

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

Not later than one year	896	996	896	996
Later than one year and not later than five years	2,985	424	2,985	424
Total (including GST)	3,881	1,420	3,881	1,420

The total commitments above includes input tax credits of \$352,850 (\$129,053 for 2014) that are expected to be recoverable from the Australian Taxation Office.

14 Contingent Liabilities and Contingent Assets

INSW is not aware of any contingent liabilities or contingent assets associated with its operations.

15 Budget Review

Net result

The actual net result is largely due to a timing issue associated with accrued expenditure yet to be recovered from the Restart NSW fund for the Hawkesbury Nepean Valley Flood Management Review. The budgeted net result had included a carry forward of underspend in 2013/14 associated with this work.

The actual expenditure was lower than budgeted and so actual revenue was adjusted accordingly prior to year end. The main reasons for the underspend related to contracted services assisting the Hawkesbury Nepean Flood Management Taskforce as well as reduction and carry forward's of expenditure on the SICEEP project. The variance on the SICEEP project spend resulted from both a novation of contracted expenditure on the Glebe Island Interim Facility to the Sydney Harbour Foreshore Authority as well as a movement of programmed expenditure related to construction works at Darling Harbour yet to be drawn down.

Assets and liabilities

Total assets were \$1,020k higher than budgeted largely as a result of accumulated cash reserves. These cash reserves will be depleted over future years in line with NSW Treasury's Cash Management Reform.

Total Liabilities were \$1,313k higher than the budget largely due to an increase in payables associated with accrued expenditure.

Cash flows

Actual Cash Flows from operating activities were higher than budgeted by \$2,565k largely due to timing of receipts.

16 Reconciliation of Cash Flows from Operating Activities to Net Result

	Consolidated		NSW	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Net cash used on operating activities	2,268	(276)	2,268	(276)
Depreciation and amortisation	(220)	(222)	(220)	(222)
Decrease / (increase) in provisions	(133)	(38)	-	-
Increase / (decrease) in receivables and prepayments	(1,547)	954	(1,547)	954
Decrease / (increase) in creditors	(1,372)	(8)	(1,505)	(46)
Decrease / (increase) in other liabilities	156	156	156	-
Net gain / (loss) on sale of plant and equipment	(7)	(1)	(7)	(1)
Other	-	(3)	-	(3)
Net result	(855)	562	(855)	406

17 Financial Instruments

INSW's principal financial instruments are outlined below. These financial instruments arise directly from INSW's operations or are required to finance INSW's operations.

INSW's principal financial instruments are cash deposits held within the NSW Treasury Banking System, short term receivables and payables. These instruments expose INSW primarily to interest rate risk on cash balances held within the NSW Treasury Banking System and credit risk on short term receivables. INSW does not enter into or trade financial instruments for speculative purposes and does not use financial derivatives.

The Chief Executive Officer has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing risk. Risk management policies are established to identify and analyse the risks faced by INSW, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Risk Management Committee on a periodic basis.

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
Class:			2015	2014
			\$'000	\$'000
Consolidated				
Cash and cash equivalents	6	N/A	2,919	664
Receivables ¹	7	Receivables (at amortised cost)	1,999	3,513
Financial Liabilities				
Class:	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
			\$'000	\$'000
Consolidated				
Payables ²	10	Financial liabilities measured at amortised cost	3,152	1,780
Financial Assets				
Class:	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
			\$'000	\$'000
INSW				
Cash and cash equivalents	6	N/A	2,919	664
Receivables ¹	7	Loans and receivables (at amortised cost)	1,999	3,513
Financial Liabilities				
Class:	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
			\$'000	\$'000
INSW				
Payables ²	10	Financial liabilities measured at amortised cost	2,946	1,616

Notes :

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b) Credit Risk

Credit risk arises from the financial assets of INSW, including cash and receivables. No collateral is held by INSW. INSW has not granted any financial guarantees.

17 Financial Instruments (cont'd)

Credit risk arises when there is the possibility of INSW's debtors defaulting on their contractual obligations, resulting in a financial loss to INSW. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that INSW will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

INSW is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are sales of goods and services in the receivables category of the statement of financial position.

	Total ^{1,2}	\$'000 Past due but not impaired ^{1,2}	Considered impaired ^{1,2}
Consolidated			
2015			
< 3 months overdue	-	-	-
3 months – 6 months overdue	-	-	-
> 6 months overdue	-	-	-
Consolidated			
2014			
< 3 months overdue	53	53	-
3 months – 6 months overdue	-	-	-
> 6 months overdue	-	-	-

Notes :

1. Each column in the table reports "gross receivables".
2. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the "total" will not reconcile to the receivables total recognised in the statement of financial position.

(c) Liquidity risk

Liquidity risk is the risk that INSW will be unable to meet its payment obligations when they fall due. INSW continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets.

17 Financial Instruments (cont'd)

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. No interest was paid during the year (2014 Nil).

The table below summarises the maturity profile of INSW's financial liabilities, together with the interest rate exposure.

Maturity Analysis and interest rate exposure of financial liabilities

	Nominal Amount ¹	\$'000		Maturity Dates		
		Interest Rate Exposure		< 1 yr	1-5 yrs	> 5 yrs
		Non-interest bearing				
Consolidated 2015						
<i>Payables:</i>						
Accrued salaries, wages and on-costs	63	63	63	-	-	-
Creditors	3,089	3,089	3,089	-	-	-
	3,152	3,152	3,152	-	-	-

	Nominal Amount ¹	\$'000		Maturity Dates		
		Interest Rate Exposure		< 1 yr	1-5 yrs	> 5 yrs
		Non-interest bearing				
Consolidated 2014						
<i>Payables:</i>						
Accrued salaries, wages and on-costs	22	22	22	-	-	-
Creditors	1,758	1,758	1,758	-	-	-
	1,780	1,780	1,780	-	-	-

	Nominal Amount ¹	\$'000		Maturity Dates		
		Interest Rate Exposure		< 1 yr	1-5 yrs	> 5 yrs
		Non-interest bearing				
INSW 2015						
<i>Payables:</i>						
Creditors	2,946	2,946	2,946	-	-	-
	2,946	2,946	2,946	-	-	-

	Nominal Amount ¹	\$'000		Maturity Dates		
		Interest Rate Exposure		< 1 yr	1-5 yrs	> 5 yrs
		Non-interest bearing				
INSW 2014						
<i>Payables:</i>						
Creditors	1,616	1,616	1,616	-	-	-
	1,616	1,616	1,616	-	-	-

Note:

- The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

17 Financial Instruments (cont'd)

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. INSW's exposure to market risk is primarily through interest rates on cash and cash equivalents. INSW has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is structural change in the level of interest rate volatility. INSW's exposure to interest rate risk is set out below.

Interest rate risk

Exposure to interest rate risk arises primarily through INSW's interest bearing liabilities. This risk is minimised by undertaking mainly fixed rate borrowings, primarily with NSW TCorp. INSW does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. INSW's exposure to interest rate risk is set out below.

		-1%		+1%	
	Carrying	Profit	Equity	Profit	Equity
	Amount	\$'000	\$'000	\$'000	\$'000
Consolidated 2015					
<i>Financial assets</i>					
Cash and cash equivalents	2,919	(29)	(29)	29	29
Receivables	1,999	-	-	-	-
<i>Financial liabilities</i>					
Payables	3,152	-	-	-	-
Total		<u>(29)</u>	<u>(29)</u>	<u>29</u>	<u>29</u>
2014					
<i>Financial assets</i>					
Cash and cash equivalents	664	(7)	(7)	7	7
Receivables	3,513	-	-	-	-
<i>Financial liabilities</i>					
Payables	1,780	-	-	-	-
Total		<u>(7)</u>	<u>(7)</u>	<u>7</u>	<u>7</u>

17 Financial Instruments (cont'd)

	Carrying Amount	-1%	Equity	+1%	Equity
		Profit \$'000	\$'000	Profit \$'000	\$'000
INSW 2015					
<i>Financial assets</i>					
Cash and cash equivalents	2,919	(29)	(29)	29	29
Receivables	1,999	-	-	-	-
<i>Financial liabilities</i>					
Payables	2,946	-	-	-	-
Total		(29)	(29)	29	29
2014					
<i>Financial assets</i>					
Cash and cash equivalents	664	(7)	(7)	7	7
Receivables	3,513	-	-	-	-
<i>Financial liabilities</i>					
Payables	1,616	-	-	-	-
Total		(7)	(7)	7	7

(e) Fair value measurement

(i) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short-term nature of many of the financial instruments.

18 Events after the Reporting Period

There are no events subsequent to balance date which affect the financial statements.

End of audited financial statements.

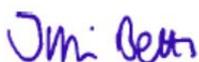
Financial statements

Infrastructure NSW Staff Agency

STATEMENT BY THE CHIEF EXECUTIVE OFFICER On behalf of the Infrastructure NSW Staff Agency

Pursuant to section 41C of the *Public Finance and Audit Act 1983*, I state that to the best of my knowledge and belief:

- a) the accompanying Financial Statements exhibit a true and fair view of the financial performance and financial position of the Infrastructure NSW Staff Agency as at 30 June 2015, and transactions for the year then ended;
- b) the accompanying financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2015, the Financial Reporting Code for NSW General Government Entities and Treasurer's Directions;
- c) the financial statements and notes have been prepared in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) and other authoritative pronouncements of the Australian Accounting Standards Board;
- d) there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Jim Betts
Chief Executive Officer
Infrastructure NSW

21 September 2015



INDEPENDENT AUDITOR'S REPORT

Infrastructure NSW Staff Agency

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Infrastructure NSW Staff Agency (the Agency), which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion the financial statements:

- give a true and fair view of the financial position of the Agency as at 30 June 2015, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

The Chief Executive Officer's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

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

Independence

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

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



David Nolan
Director, Financial Audit Services

21 September 2015
SYDNEY

Infrastructure NSW Staff Agency

Financial Statements for the year ended 30 June 2015

**Infrastructure NSW Staff Agency
Statement of comprehensive income
for the year ended 30 June 2015**

	Notes	Actual 2015 \$'000	Actual 2014 \$'000
Expenses excluding losses			
Operating expenses			
Employee related expenses	2	<u>4,590</u>	3,601
Total Expenses excluding losses		<u>4,590</u>	3,601
Revenue			
Personnel services	3(a)	4,408	3,519
Acceptance by the Crown Entity of employee benefits and other liabilities	3(b)	<u>182</u>	<u>82</u>
Total Revenue		<u>4,590</u>	3,601
Net result		<u>-</u>	<u>-</u>
Other comprehensive income			
Total other comprehensive income		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>

The accompanying notes form part of these financial statements.

**Infrastructure NSW Staff Agency
Statement of financial position
as at 30 June 2015**

	Notes	Actual 2015 \$'000	Actual 2014 \$'000
ASSETS			
Current Assets			
Receivables	4	<u>615</u>	<u>441</u>
Total Current Assets		<u>615</u>	<u>441</u>
Total Assets		<u>615</u>	<u>441</u>
LIABILITIES			
Current Liabilities			
Payables	5	206	164
Provisions	6	<u>403</u>	<u>274</u>
Total Current Liabilities		<u>609</u>	<u>438</u>
Non-Current Liabilities			
Provisions	6	<u>6</u>	<u>3</u>
Total Non-Current Liabilities		<u>6</u>	<u>3</u>
Total Liabilities		<u>615</u>	<u>441</u>
Net Assets		<u>-</u>	<u>-</u>
EQUITY			
Accumulated funds		<u>-</u>	<u>-</u>
Total Equity		<u>-</u>	<u>-</u>

The accompanying notes form part of these financial statements.

**Infrastructure NSW Staff Agency
Statement of changes in equity
for the year ended 30 June 2015**

	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2014	-	-
Net result for the year	-	-
Total comprehensive income for the year	-	-
Balance at 30 June 2015	-	-
Balance at 1 July 2013	-	-
Net result for the year	-	-
Total comprehensive income for the year	-	-
Balance at 30 June 2014	-	-

**Infrastructure NSW Staff Agency
Statement of cash flows
for the year ended 30 June 2015**

	Actual 2015 \$'000	Actual 2014 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Employee related	-	-
Personnel services	-	-
	-	-
NET CASH FLOWS FROM OPERATING ACTIVITIES	-	-
NET INCREASE/ (DECREASE) IN CASH		
Opening cash and cash equivalents	-	-
	-	-
CLOSING CASH AND CASH EQUIVALENTS	-	-

The accompanying notes form part of these financial statements.

1 Summary of Significant Accounting Policies

(a) Reporting entity

The Infrastructure NSW Staff Agency (Staff Agency) is a public service agency established under the Administrative Arrangements Order 2014 and is pursuant to Part 2 of Schedule 1 of the Government Sector Employment Act 2013 (formerly the Infrastructure Special Officers Group (INSW Division) established under the former Public Sector Employment Management Act 2002). The Staff Agency comprises persons who are employed under the Government Sector Employment Act 2013 to enable INSW to exercise its functions. It is domiciled in Australia and its principal office is at Level 15, Macquarie House, 167 Macquarie Street, Sydney 2000.

The Staff Agency's objective is to provide personnel services to Infrastructure NSW.

These financial statements for the year ended 30 June 2015 have been authorised for issue by the Chief Executive Officer on 18 September 2015.

(b) Basis of preparation

The Staff Agency's financial statements are general purpose financial statements which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983 and Public Finance and Audit Regulation 2015 and*
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

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

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

(c) Statement of compliance

The Staff Agency's financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable.

Income from the rendering of personnel services is recognised when the service is provided and only to the extent that the associated recoverable expenses are recognised.

(e) Assets

(i) Receivables

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

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

1 Summary of Significant Accounting Policies (cont'd)

(f) Liabilities

(i) Payables

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

(ii) Employee benefits and other provisions

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

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

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

(b) Long service leave and superannuation

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

Long service leave is measured at present value in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors (specified in NSWTC 15/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

(c) Consequential on-costs

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

1 Summary of Significant Accounting Policies (cont'd)

(g) Comparative information

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

(h) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2014-15

The accounting policies applied in 2014-15 are consistent with those of the previous financial year except for the following standards adopted for the first time in 2014-15. The impact of these Standards in the period of initial application is not material.

- AASB 10 (NFP) Consolidated Financial Statements
- AASB 1031 Materiality
- AASB 1055 Budgetary Reporting
- AASB 2013-1 Amendments to AASB 1049 Relocation of Budgetary Reporting Requirements
- AASB 2013-8 Amendments to Australian Accounting Standards Australian Implementation Guidance for Not for Profit Entities Control and Structured Entities
- AASB 2013-9 Regarding the Conceptual Framework, Materiality and Financial Instruments (Part B)

(ii) Issued but not yet effective

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

The following new Australian Accounting Standards have not been applied and are not yet effective. The Treasury Circular TC15/03 mandates not to early adopt any of the new Accounting Standards and Interpretations.

- AASB 9, AASB 2013-9 (Part C), AASB 2014-1 (Part E), AASB 2014-7 and AASB 2014-8 Financial Instruments
- AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (operative 1 Jan 2018)
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation (operative 1 Jan 2016)
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012 2014 cycle (operative 1 Jan 2016)
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives (operative 1 Jan 2016)
- AASB 2015-3 regarding materiality (operative 1 July 2015)
- AASB 2015-6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-profit Public Sector Entities (operative 1 July 2016)

Management cannot assess and determine the impact of these new Standards and Interpretations to the Staff Agency's financial statements.

2 Expenses Excluding Losses

	2015	2014
	\$'000	\$'000
Employee related expenses		
Salaries and wages (including annual leave)	3,972	3,116
Superannuation - defined contribution plans	196	183
Long service leave	178	81
Workers compensation insurance	12	11
Payroll tax and fringe benefit tax	201	171
On costs - annual leave and long service leave	31	39
	4,590	3,601

3 Revenue

	2015	2014
	\$'000	\$'000
(a) Personnel services		
Personnel services	4,408	3,519
	4,408	3,519
(b) Acceptance by the Crown Entity of employee benefit		
Long Service Leave	178	81
Payroll tax	4	1
	182	82

4 Current Assets - Receivables

	2015	2014
	\$'000	\$'000
Personnel services	615	441
	615	441

5 Current Liabilities - Payable

	2015	2014
	\$'000	\$'000
Accrued salaries, wages and on-costs	63	22
Creditors	143	142
	206	164

6 Current / Non-Current Liabilities - Provisions

	2015 \$'000	2014 \$'000
Current		
Employee benefits and related on-costs		
Annual leave	317	204
Long service leave	44	36
Payroll tax	42	34
Total current provisions	<u>403</u>	<u>274</u>
Non-current		
Employee benefits and related on-costs		
Long service leave	6	3
Total no-current provisions	<u>6</u>	<u>3</u>
Aggregate employee benefits and related on-costs		
Provisions - current	403	274
Provisions - non-current	6	3
Accrued salaries, wages and on-costs (Note 5)	63	22
	<u>472</u>	<u>299</u>

All the employee leave entitlements are expected to be paid within twelve months from the reporting period.

7 Contingent Liabilities and Contingent Assets

The Staff Agency is not aware of any contingent liabilities or contingent assets associated with its operations.

8 Reconciliation of Cash Flows from Operating Activities to Net Result

	2015 \$'000	2014 \$'000
Net cash used on operating activities	-	-
Decrease / (increase) in provisions	(132)	(38)
Increase / (decrease) in prepayments and other assets	174	4
Decrease / (increases) in creditors	(42)	34
Net result	<u>-</u>	<u>-</u>

9 Financial Instruments

The Staff Agency's principal financial instruments are short term receivables and payables. These instruments expose the Staff Agency primarily to credit risk on short term receivables. The Staff Agency does not enter into or trade financial instruments for speculative purposes and does not use financial derivatives.

The Chief Executive Officer has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing risk. Risk management policies are established to identify and analyse the risks faced by INSW, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Risk Management Committee on a periodic basis.

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount 2015 \$'000	Carrying Amount 2014 \$'000
Class:				
Cash and cash equivalents		N/A	-	-
Receivables ¹	4	Loans and receivables (at amortised cost)	615	441
Financial Liabilities				
Class:				
Payables ²	5	Financial liabilities measured at amortised cost	206	164

Notes:

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB7).

(b) Credit Risk

Credit risk arises from the financial assets of the Staff Agency, which are receivables. No collateral is held by the Staff Agency. The Staff Agency has not granted any financial guarantees.

Credit risk arises when there is the possibility of the Staff Agency's debtors defaulting on their contractual obligations, resulting in a financial loss to the Staff Agency. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. The balance owing represents monies due from Infrastructure NSW. Sales are made to them on 14 day terms.

No financial assets are past due or impaired.

(c) Liquidity risk

Liquidity risk is the risk that the Staff Agency will be unable to meet its payment obligations when they fall due. The Staff Agency continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets.

9 Financial Instruments (cont'd)

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest. No Interest for the late payment was paid during the year (2014 nil).

The table below summarises the maturity profile of the Staff Agency's financial liabilities, together with the interest rate exposure.

Maturity Analysis and interest rate exposure of financial liabilities

	Nominal Amount ¹	Interest Rate Exposure		Maturity Dates		
		Non-interest bearing	< 1 yr	1-5 yrs	> 5 yrs	
2015						
<i>Payables:</i>						
Accrued salaries, wages and on-costs	63	63	63	-	-	
Creditors	143	143	143	-	-	
	<u>206</u>	<u>206</u>	<u>206</u>	<u>-</u>	<u>-</u>	
2014						
<i>Payables:</i>						
Accrued salaries, wages and on-costs	22	22	22	-	-	
Creditors	142	142	142	-	-	
	<u>164</u>	<u>164</u>	<u>164</u>	<u>-</u>	<u>-</u>	

Note:

- The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

(d) Market risk

The Staff Agency has no exposure to foreign currency risk and does not enter into commodity contracts.

(e) Fair value measurement

(i) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value.

10 Events after the Reporting Period

There are no events subsequent to balance date which affect the financial statements.

End of audited financial statements.

Outline budget for 2015–16

Operating statement

	2015-16 Budget \$000
Expenses Excluding Losses	
Operating Expenses -	
Employee related	5,464
Other operating expenses	11,383
Depreciation and amortisation	106
TOTAL EXPENSES EXCLUDING LOSSES	16,953
Revenue	
Sales of goods and services	5,277
Investment revenue	...
Grants and contributions	11,294
Acceptance by Crown Entity of employee benefits and other liabilities	81
Total Revenue	16,652
Gain/(loss) on disposal of non current assets	...
Net Result	(301)

Statutory reporting obligations

Human resources

Infrastructure NSW has a compact, specialised team that brings together the best of the public and private sectors. The CEO and Coordinator General Jim Betts is supported by 14 other roles.

Employment of all non-senior executive service staff has transitioned in accordance with the *Government Sector Employment Act 2013*. A high level implementation plan has been put in place for senior executive staff in line with the recommendations of the legislation.

Infrastructure NSW will remain an organisation of less than 20 staff and will not grow significantly over time, unless additional projects are assigned to the agency. Infrastructure NSW also employs contracted services for short term engagements as required to fulfil its functions.

Executive remuneration and performance

The total number of executive positions at equivalent to SES Level 1 or higher (bands 1 to 4) is ten. The number of female executives is four.

The CEO expressed satisfaction with the performance of his executive team throughout 2014–15. Infrastructure NSW does not make performance payments.

Senior Executive Staff	Number / gender	Average remuneration
Band 4	3 male	\$506,074
Band 3	2 male / 2 female	\$366,440
Band 2	1 female	\$308,718
Band 1	1 male / 1 female	\$228,319

Personnel policies and practices

Infrastructure NSW has adopted the best policies and practices of both the public and private sector in employee management. Employees of Infrastructure NSW are employed under an employment agreement which determines the significant conditions of employment. The employment agreement was developed specifically for Infrastructure NSW in line with SES guidelines for non-public service divisions. Each role is assessed to establish suitable remuneration and performance standards set. There has been a significant focus on performance.

Industrial relations

There were no industrial disputes lodged and no working time was lost due to industrial disputes during the year.

Annual report production

The production and printing cost for the 2014–15 Annual Report was nil. A PDF version of the report can be downloaded at www.insw.com.

Promotion

No overseas visits were undertaken by Infrastructure NSW employees for the purpose of promoting the agency.

Responding to consumers

Infrastructure NSW is a small agency that does not deliver direct services to the public.

Credit card certification

In accordance with Treasurer's Directions, it is certified that credit card usage by Infrastructure NSW officers conforms with the appropriate government policies, Premier's Memoranda and Treasurer's Directions. Infrastructure NSW currently has three credit cards on issue with a total limit of \$20,000.

Payment of accounts

The tables below summarise the account payment performance during 2014–15. During the year, there were no instances where penalty interest was paid and there were no significant events that affected payment performance.

Aged Analysis at the end of each quarter – All suppliers

Quarter	Current (within due date)	< 30 days overdue	30 - 60 days overdue	61 - 90 days overdue	90 + days overdue
September	\$ 2,538,135	0	0	\$ 330	0
December	\$ 41,050	0	0	0	0
March	\$ 287,078	0	0	0	0
June	\$ 3,528	0	0	0	0

Accounts due or paid within each quarter

Measure	September	December	March	June
All suppliers				
Number of accounts due for payment	221	235	298	241
Number of accounts paid on time	214	198	206	183
Actual percentage of accounts paid on time (based on number of accounts)	96.83%	84.26%	69.13%	75.93%
Dollar amount of accounts due for payment (\$)	123,820,582	162,453,143	249,499,763	376,356,841
Dollar amount of accounts paid on time	123,803,736	162,107,957	246,763,923	375,727,527
Actual percentage of accounts paid on time (based on \$)	99.99%	99.79%	98.90%	99.83%
All suppliers				
Number of accounts due for payment	0	0	0	0
Number of accounts paid on time	0	0	0	0
Actual percentage of accounts paid on time (based on number of accounts)				
Dollar amount of accounts due for payment	-	-	-	-
Dollar amount of accounts paid on time	-	-	-	-
Actual percentage of accounts paid on time (based on \$)				
Number of payments for interest on overdue accounts				
Interest paid on overdue accounts				

Consultants and contractors

Infrastructure NSW was created as a specialist small agency drawing on the best of public and private sector expertise to provide independent advice to Government, as outlined in the Infrastructure NSW Act. As such, Infrastructure NSW engages external support during peaks in workloads as necessary. This enables specialist subject matter experts to be used economically and efficiently as required.

In 2014–15, Infrastructure NSW did not engage any consultants. A number of contracted service providers were engaged to assist on key work streams valued at more than \$50,000, and these are presented in the table below.

NB. As outlined in the Premier's Department Guidelines for the Engagement and Use of Consultants, a consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Contracted services – Key projects

Name	Amount (\$)	Description
Advisian Pty Ltd	237,329	Assisted with reviews on capital performance
BMT WBM Pty Ltd	136,380	Assisted with environmental, social and cultural heritage assessment for Hawkesbury-Nepean Flood Management Review
Centre for International Economics	113,950	Assisted with development of an evaluation framework for flood mitigation measures in the Hawkesbury-Nepean Valley
E3 Advisory	108,107	Assisted with reviews on capital performance
Elton Consulting	63,214	Assisted with corporate affairs and stakeholder management
Ernst & Young	426,104	Assisted with research and secretariat support for the State Infrastructure Strategy 2014 Update
Everything Infrastructure Group	65,500	Assisted with assessment of project cost estimates for the State Infrastructure Strategy 2014 Update
Folk Pty Ltd	63,980	Assisted with design and production of web-based version and short run print for the State Infrastructure Strategy 2014 Update
Folk Pty Ltd	61,280	Assisted with web design, content and production of the web version State Infrastructure Strategy 2014 Update
MWH Australia Pty Ltd	464,000	Assisted with design feasibility layouts and costing for the Hawkesbury-Nepean Flood Management Review

Newgate Communications Australia Pty Ltd	168,383	Assisted with social research, stakeholder engagement and communications for the Hawkesbury-Nepean Flood Management Review
Newgate Communications Australia Pty Ltd	74,474	Assisted with social network analysis and communications for the Hawkesbury-Nepean Flood Management Review
National ICT Australia	115,000	Assisted with evaluating the performance of ramp metering in managing traffic on selected sections of the M4 for the State Infrastructure Strategy 2014 Update
National ICT Australia	60,000	Assisted with proof of concept agent-based evacuation traffic modelling for evacuation scenario planning and infrastructure decision making
SGS Economics and Planning Pty Ltd	79,750	Assisted with analysis of existing cultural infrastructure and funding arrangements for the State Infrastructure Strategy 2014 Update
Deloitte Access Economics	184,408	Assisted with economic impact of the State Infrastructure Strategy 2014 Update and Rebuilding NSW initiatives.
WMA Water Pty Ltd	105,096	Assisted with flood modelling for the Hawkesbury Nepean Flood Management Review
TOTAL	2,526,955	

Public interest disclosures

During the year, Infrastructure NSW received no public interest disclosures.

Government Information (Public Access) Act 2009

The intention of the *Government Information (Public Access) Act 2009* is to make government information more open and readily available to members of the public. Infrastructure NSW complies with this Act.

In 2014–15, Infrastructure NSW received two GIPA Act access applications from the media, two from members of Parliament, and one from a private sector business.

Infrastructure NSW provides the following statistical information about the access applications received which is required by Schedule 2 of the Government Information (Public Access) Regulation 2009:

Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Members of the public (other)
Media	0	2	0	0	0	0	0	0	0
Members of Parliament	1	1	0	0	0	0	0	0	0
Private sector business	0	0	0	1	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0	0
Personal information applications	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0

Contact us

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