



Annual Report 2012

NSW Department of Education and Communities



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The Department's office hours are from 9:00 am to 5:00 pm Monday to Friday. Office addresses and telephone numbers are listed in Appendix 28 of this report.

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Letter of submission to the Ministers

The Hon. Adrian Piccoli MP
Minister for Education
Level 34, Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

The Hon. Victor Dominello MP
Minister for Citizenship and Communities
and Minister for Aboriginal Affairs
Level 37, Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

The Hon. Graham Annesley MP
Minister for Sport and Recreation
Level 33, Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

Dear Ministers

In compliance with the terms of the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983* and regulations under those Acts, I submit the 2012 NSW Department of Education and Communities' annual report for your presentation to the NSW Parliament.

The annual report provides a summary of our services, operational activities, achievements and performance in 2012.

The report includes activities relating to NSW public schools, TAFE NSW, State Training Services, Adult Migrant English Services, early childhood education and care and higher education. It also includes the groups within the Office of Communities – Aboriginal Affairs, Sport and Recreation, NSW Veterans' Affairs and services relating to volunteering, youth and community and regional engagement.

In addition, the report contains the Department's audited financial statements for the financial year ended 30 June 2012 and appendices as required by legislation.

Yours sincerely



Dr Michele Bruniges AM
DIRECTOR-GENERAL OF EDUCATION AND COMMUNITIES

April 2013

Director-General's foreword

This has been a landmark year for the Department of Education and Communities, as we worked towards our vision of a highly educated, skilled, vibrant and inclusive NSW.

The Department's *Strategic Plan 2012-2017* sets out our long-term priorities of improving the quality of teaching and leadership, setting high expectations for all our students and closing achievement gaps. We are committed to searching for new ways of doing business to better respond to community and industry expectations. We strive to make a real difference to students and communities, with policies based on research and evidence of what works at local, state, national and international levels.

As the largest provider of public education and training in Australia, we educate more than 1.5 million students, from young children through to mature-aged learners. We have a footprint in every community in the state and positive outcomes for our students are at the heart of every decision we make about education in NSW.

Our Department is responsible for licensing, regulation and quality assessment of approximately 5,000 children's services. The early childhood education and care sector transitioned to the *National Quality Framework* in 2012, a new quality assurance and regulatory regime that includes approved

learning frameworks, higher qualification requirements for staff and higher educator-to-child ratios.

In 2012, the Department began the most fundamental reform of public education in more than a century with our *Local Schools, Local Decisions* policy to give school principals greater authority over decisions that affect their students and local communities. A new school funding model based on student need was developed in 2012 and will be tested and refined in 2013 in the schools participating in the *Empowering Local Schools National Partnership*. The model will be progressively introduced to all NSW public schools.

Literacy and numeracy are the building blocks for all learning. In 2012, national testing showed that NSW students continued to perform above the national average. Our students have consistently ranked among the top three states and territories since national testing began in 2008. But we can always do more to improve. In 2012, the Department began implementing the *Literacy and Numeracy Action Plan*, following advice from the Ministerial Advisory Group. We appointed fifty instructional leaders to work with school teams to support students in Kindergarten to Year 2 performing below accepted standards in literacy and numeracy.

Our implementation of the *Every Student, Every School* strategy,

supported by the *More Support for Students with Disabilities National Partnership* allows us to better support 90,000 students with disability, including the allocation of learning and support teachers to every mainstream public school.

We introduced the *Connected Communities* strategy in 15 communities as part of our commitment to close the achievement gap between Aboriginal and non-Aboriginal students. The strategy positions schools as community hubs to build stronger partnerships between schools, community and government agencies to improve opportunities for Aboriginal children from birth, through school and into further study, training and employment.

To enhance our capacity to use evidence to inform policy, we established the Centre for Education Statistics and Evaluation. The centre carries out data collection, evaluation and strategic analysis to support decision-making, resource allocation and effective practice across the education continuum.

State Training Services is responsible for the training and employment of nearly 164,000 apprentices and trainees. The apprenticeship system is being transformed by the implementation of recommendations from the largest study on apprenticeships ever undertaken in NSW. The report on

Director-General's foreword

the survey *A Fair Deal: Apprentices and their employers in NSW* will help us increase apprenticeship and traineeship completions.

In October 2012, major reforms to the NSW vocational education and training system were announced by the NSW Government. The *Smart and Skilled* reforms will make our state's training system more responsive to business and industry needs and students will have a greater choice over training pathways.

In 2012, TAFE NSW strengthened its role as the state's major provider of vocational education and training by increasing participation and outcomes to meet NSW and Commonwealth priorities. TAFE NSW is enrolling more students into higher-level qualifications, as well as opening doors for disadvantaged groups. TAFE NSW expanded its higher education offerings and in 2012 the first students graduated from the Bachelor of Design (Interior Design). TAFE NSW now offers five bachelor degrees and an associate degree.

TAFE NSW - Sydney Institute was named International Training Provider of the Year at the 2012 Australian Training Awards and the

TAFE NSW - North Coast Institute won the Skills for Sustainability Award. TAFE NSW - Riverina Institute was named the Large Training Provider of the Year at the NSW Training Awards.

The Office of Communities delivered a number of key achievements in 2012. The *NSW Stadia Strategy* was released, which sets out the NSW Government's plan for future development and investment in the state's major stadiums. Our sport and recreation grant programs were restructured to increase opportunities for people to participate in sport and physical activity, including a new category to support regional community events. We also launched the state's first volunteering strategy to encourage more people to volunteer.

The Office of Communities supported the Ministerial Taskforce on Aboriginal Affairs and coordinated a public consultation process, which involved over 2,700 people attending community consultation forums, over 400 people completing a survey and 207 written submissions by individuals and organisations. The taskforce made a number of recommendations to the NSW Government aimed at improving

educational outcomes, supporting Aboriginal culture and language, strengthening the role of Aboriginal people in local decision-making and economic participation and ensuring mutual accountability for delivering services and achieving outcomes.

In preparation for the Centenary of Anzac in 2014 - 2018, an advisory council chaired by General Peter Cosgrove AC MC (Ret'd) was established to advise the NSW Government on activities to honour the milestone. The *Anzac Community Grants* program was launched to increase the participation of young people and multicultural communities in commemorations.

The annual report highlights our successes in 2012. We could not have realised these achievements without the wonderful efforts and support of our communities, our staff, students and their parents and carers.



Dr Michele Bruniges AM
Director-General of Education
and Communities

About us

The Department of Education and Communities serves the NSW community by providing world-class education and training and supporting vibrant and inclusive communities.

We provide services to the citizens of NSW from early childhood through to adulthood. We protect young children by regulating preschool and long day care providers. Once children move into school, we provide them with primary and secondary education. As our students grow to adulthood, we support their transition into vocational training and higher education.

We operate some of the state's major urban stadiums and events centres and support a healthy and active community involved in recreation and sport. We make it easier for people to be involved in their communities, work to advance the wellbeing of Aboriginal people, promote the interests of children and young people and harness the strong desire of people to improve and contribute to their local neighbourhoods through volunteering.

Our vision

Our vision is for a highly skilled, educated, vibrant and inclusive NSW, where all people:

- achieve their potential
- build social and economic prosperity
- participate in activities that contribute to their wellbeing
- contribute as informed citizens to our society.

Our outcomes

In early childhood:

All children will receive high-quality early childhood education and care to give them a great start in life and at school.

At school:

All students will get the teaching and support they need to learn, achieve and progress.

In tertiary education and training:

All students will receive the skills and knowledge for successful participation in employment and their communities, ensuring easier transitions and participation in vocational and higher education.

In our communities:

We will build on the state's tremendous community spirit by promoting strong social partnerships.

Our priorities

Quality teaching and leadership are essential to the success of our students, including improving literacy and numeracy for all children in our schools. We will develop our teachers and leaders in education and training and increase their capacity to deliver our outcomes.

We will have **high expectations** for all and focus on **closing gaps** in achievement in areas of disadvantage. We will ensure everyone has the opportunity to achieve their potential and participate fully in our society.

We will find **new and better ways of doing business**. We will innovate and undertake continual improvement to respond to the changing needs of the people of NSW. We will develop our staff and support them in delivering excellence. We will form strong partnerships with others including parents and families, industry and communities, education, training and other providers. We will be open and accountable in both our day-to-day business and strategic outcomes.

Our students

In 2012, there were 54,757 young children enrolled in 886 preschools across the state. This included 4,424 children enrolled in 100 government preschools. Our preschools are an integral part of the public schools they are attached to and provide educational programs for children in their year before school. We focus on the neediest families in the community who are unable to access other early childhood services.

We are also responsible for regulating around 5,000 of the state's long day care, outside school hours care, family day care and other early childhood services. Our work means that parents can be confident their children are in safe, quality education and care.

Our public schools provide an education for students from preschool through to Year 12. In 2012, more than 740,000 students were enrolled in 2,223 public schools. This represents about two-thirds of NSW school students. Our students reflect a diversity of cultural, linguistic and socio-economic backgrounds, from the inner city, the outer suburbs of Sydney, our regional centres and rural and isolated communities across NSW.

Preschool students	4,424
Children in early intervention classes	743
Full-time primary students	440,549
Full-time secondary students	306,325
Full-time primary and secondary students	746,874
Full-time and part-time primary and secondary students	749,162

Table 1: NSW public school enrolments¹ (2012)

Female students	364,426
Male students	383,808
Aboriginal students	47,087
Students with a language background other than English	229,106
Students in the Priority School Program	140,704
Students in Country Areas Program	24,618
Students in schools for specific purposes	4,921
Students in support classes	14,903

Table 2: NSW public school student profile² (2012)

¹ Source: DEC mid-year census. Notes: Figures are consistent with Australian Bureau of Statistics (ABS) *Schools Australia* (cat 4221.0) counting rules. The number of preschool students and children in early intervention classes are not included in the full-time primary and secondary enrolments total, consistent with *Schools Australia*.

² Note: Student numbers in this table are counted as full-time equivalent (FTEs), with the exception of "students with a language background other than English", which is counted as the number of students (headcount).

TAFE NSW has a large, diverse student population. In 2012, there were 579,719 student enrolments in 130 campuses across 10 TAFE NSW institutes.

Apprentices	42,781
Trainees	14,581
Women	298,387
Students with a language background other than English	128,456
Aboriginal students	36,901
Students with disabilities	59,167
Students from regional and remote areas	236,849
15-19 year olds	138,875
20-24 year olds	98,795
Mature age students (45 years and over)	120,125

Table 3: TAFE NSW student profile (2012)

Apprentices and trainees

The Department is also responsible for the administration of the apprenticeship and traineeship system in NSW, which supported 163,620 apprentices and trainees in 2012. In 2012, State training Services approved 93,809 new applications and 53,623 apprentices and trainees successfully completed their formal training.

Our communities

A diverse population of seven million people call NSW home. Around 2.4 million people, more than a third of the population, have parents who were both born overseas. One in four people speak a language other than English at home. There are over 170,000 people of Aboriginal or Torres Strait Islander origin in NSW, representing just over two per cent of the population.

Over 3.5 million adults and half a million children in NSW participate in sport and physical recreation. Over two million people attend sporting events as a spectator.

There are around two million volunteers in NSW. A third of the state's volunteers are involved in sport and recreational organisations. Around 430,000 people volunteer their time to charities, welfare and other organisations working for the social benefit of the community. Around 600,000 people support

their local schools through school committees, boards and other education and training support organisations, or are involved in play groups, scouts, guides and other organisations supporting children and youth development.

Sport and physical recreation organisations	670,200
Religious organisations	542,100
Welfare and community organisations	433,500
Parenting, children and youth organisations	305,700
Education and training organisations	302,900
Health organisations	163,600
Emergency services organisations	153,000
Arts and heritage organisations	128,900
Environmental organisations	103,800
Animal welfare organisations	96,000
Business, professional and union organisations	95,300
Other	294,400
Total	2,010,000

Table 4: Estimated number of volunteers aged 18 years and over by types of organisations volunteered¹ (2010)

¹ Source: Australian Bureau of Statistics (ABS), *Voluntary Work Australia*, (cat 4441.0), 2010 Note: Volunteers may have volunteered for more than one type of organisation, therefore the components will not add to the total.

Our organisation

The Department is one of the largest organisations in Australia. With a budget of over \$14.2 billion in 2012/13, the Department is responsible for around a quarter of the state's budget and we employ around 100,000 staff across the state.

Ministers

The education and training portfolios are the responsibility of the Minister for Education, the Hon. Adrian Piccoli MP. The Hon. Gabrielle Upton MP is the Parliamentary Secretary for Tertiary Education and Skills and supports the work of the Minister for Education.

The Hon. Victor Dominello MP, Minister for Citizenship and Communities and Minister for Aboriginal Affairs and the Hon. Graham Annesley MP, Minister for Sport and Recreation, have portfolio responsibilities relating to the Department's Office of Communities. The Hon. Charlie Lynn MLC is the Parliamentary Secretary for Veterans' Affairs and supports the work of the Minister for Citizenship and Communities.

The Children's Guardian and the Commissioner for Children and Young People are statutory officers who report to the NSW Parliament. The Department employs staff to enable them to exercise their function.

Schools

The Department's Schools portfolio runs the NSW public education system. With more than 2,200 public schools across NSW, we help young people grow into literate, numerate and well-educated citizens. Our schools give them the experiences and confidence to make a positive contribution to society.

The Department also operates preschools at 100 of its primary and central schools. Government preschools provide educational programs for children in the year before they are enrolled in Kindergarten, with a particular focus on services for disadvantaged communities.

Number of primary schools	1,622
Number of secondary schools	398
Number of central schools	67
Number of schools for specific purposes (SSPs)	113
Number of environmental education centres	23
Total number of schools	2,223

Table 5: Number of NSW public schools¹ (2012)

Primary student-to-teaching staff ratio	15.5
Secondary student-to-teaching staff ratio	12.4
Total student-to-teaching staff ratio	14.1

Table 6: Student-to-teacher ratios in NSW public schools² (2012)

Students in our public schools have access to a rich and varied curriculum, delivered by quality teachers and dedicated school leaders. Our schools provide a firm foundation in both literacy and numeracy. Extensive science and technology, cultural, arts and sports programs further develop and enrich our students. The schools portfolio has research partnerships with a number of tertiary institutions to help inform innovative approaches to teaching and assessment.

The portfolio is responsible for the strategic policies that ensure all students have equitable access to school and a quality education. We support students with disability, Aboriginal education and training, regional communities and early childhood education. We work closely with key stakeholders including principals' associations, the Aboriginal Education Consultative Group, parents and citizens' associations, the Disability Council and other organisations with interests in equity and access to education.

¹ Source: DEC mid-year census. Notes: Figures are consistent with Australian Bureau of Statistics (ABS) *Schools Australia* (cat 4221.0) counting rules, except for the following. The total number of schools differs from figures published by the ABS. The ABS only counts schools that have permanent enrolments for four or more continuous weeks and therefore Environmental Education Centres, some schools for specific purposes (SSPs) and the Open High School are excluded.

² Source: DEC mid-year census. Figures are consistent with Australian Bureau of Statistics (ABS) *Schools Australia* (cat 4221.0) counting rules and ratios are expressed as full-time equivalents (FTEs). The number of preschool students and children in early intervention classes are not included in the FTE total, consistent with ABS *Schools Australia*.

TAFE and Community Education

TAFE NSW is the leading provider of vocational education and training in Australia, delivering approximately two-thirds of the state's nationally recognised training through 10 institutes across NSW.

TAFE NSW – Hunter Institute	64,403
TAFE NSW – Illawarra Institute	32,369
TAFE NSW – New England Institute	22,229
TAFE NSW – North Coast Institute	46,710
TAFE NSW – Northern Sydney Institute	49,379
TAFE NSW – Riverina Institute	34,124
TAFE NSW – South Western Sydney Institute	72,670
TAFE NSW – Sydney Institute	69,251
TAFE NSW – Western Institute	40,836
TAFE NSW – Western Sydney Institute (including the Open Training and Education Network)	147,748

Table 7: TAFE NSW enrolments by institute (2012)¹

TAFE NSW offers fully integrated pathways from school level qualifications through to applied undergraduate degrees. All TAFE NSW institutes are registered training organisations (RTOs) and are committed to continuous improvement for the benefit of students, industry and the community.

TAFE NSW plays a major role in increasing workplace participation and productivity by delivering unique training solutions for specific skill requirements, including niche and high-end skills. TAFE NSW is committed to flexible delivery through distance education and self-paced learning. Our formal agreements with universities, industry and community groups ensure that students graduate with the practical skills they need for work or further education and training.

The Adult Migrant English Service (AMES) is a self-funded agency that delivers language, literacy and numeracy training programs, workplace training programs and related services and consultancies for newly arrived migrants, refugees, jobseekers and workplace clients.

Office of Education

The Office of Education is the Department's primary source of strategic analysis and advice on cross-sectoral, state-wide and national developments across early childhood, school and tertiary education. It supports the Minister for Education in strategic discussions with the Commonwealth and other jurisdictions and leads negotiations over funding arrangements. Through the Centre for Education Statistics and Evaluation, the office leads evaluations of programs and serves as the source for education statistics and evidence-based policy making.

The Office allocates training funds across the public and private sectors, directs skills policy and funding, manages programs to meet skill needs and regulates the state's apprenticeship and traineeship system.

The Office of Education is also responsible for early childhood education and care in NSW. It regulates 5,000 services across NSW and is responsible for funding preschool service providers.

Office of Communities

The Office of Communities is responsible for policy, funding and service delivery in the areas of sport and recreation, children, youth, Aboriginal affairs, volunteering and veterans' affairs. We deliver a broad range of integrated programs and services that focus on strengthening communities including:

- developing and maintaining Sydney Olympic Park, the Sydney International Equestrian, Shooting and Regatta Centres, sporting venues in the Hunter, Illawarra and Parramatta and the Anzac Memorial building
- delivering grant and education programs in sport and recreation, youth and wartime remembrance and commemoration
- enabling Aboriginal people to exercise their right to determine their political, economic, social and cultural development
- providing a voice for children and young people in decisions that affect them
- regulating out-of-home care and adoption services and the employment of children
- screening employees working in child-related employment and providing information aimed at increasing the safety of children in the community.

¹ Source: TAFE NSW data warehouse.

Corporate Services

The Corporate Services portfolio supports the delivery of high-quality educational programs to students in schools and TAFE NSW by ensuring a productive, high-quality workforce and efficient operating environment. It is responsible for the strategic management and delivery of a range of functions including:

- supporting workplaces to provide safe environments for our staff and students
- recruitment and employment functions for teachers and school administrative and support staff
- managing the allocation of funds and providing financial advice across the Department
- managing the delivery of capital works, maintenance and infrastructure projects across the state
- providing advice to schools on security and asset protection issues and getting value for money for purchases and services
- developing and negotiating industrial awards and agreements and providing industrial relations advice
- investigating and managing employee conduct and performance issues
- implementing the *Learning Management and Business Reform* program
- providing information and communications technologies to students and teachers in schools and TAFE NSW institutes
- providing legal support and advice across the Department.

Office of the Director-General

The Office of the Director-General is the central point of contact for the Department's portfolios and ministers, providing consistent, quality and timely advice, briefings, correspondence and support of parliamentary operations. The Office ensures that the Department's enterprise risk management procedures meet government requirements, align with strategic planning and audit functions and improve business operations. The Office provides strategic advice on targets and reforms to ensure the Department is meeting its budget. The Office is also responsible for providing expert research on learning and development and the delivery of the *Connected Communities* initiative.

Performance report: In early childhood

Our outcome

All children will receive high quality early childhood education and care to give them a great start in life and at school.

Our performance targets

- Ensure all children have access to quality early childhood education in the year before school by 2013
- Ensure that at least 95 per cent of four-year-olds attend preschool two days a week
- Increase the proportion of children with the literacy and numeracy skills they need for the best start at school

Our priorities

High expectations, closing the gaps

- Increasing access to preschool
- Giving young children the best start at school

Quality teaching and leadership

- Implementing the *National Quality Framework*
- Building the knowledge and skills of early childhood educators

Better ways of doing business

- Reviewing the funding of early childhood education

Our performance targets

Ensure all children have access to quality early childhood education in the year before school by 2013

Participation in early childhood education programs continued to rise. During 2011¹, 88.9 per cent of children were enrolled in an early childhood education program.

Participation rates for the state's most vulnerable families also increased, with 93.1 per cent of disadvantaged children enrolled in an early childhood education program in 2011, an increase of 9.3 percentage points since 2010. Similarly, there was a seven percentage point increase in the number of Aboriginal children enrolled in a program between 2010 and 2011.

Ensure that at least 95 per cent of four-year-olds attend preschool two days a week

On average, children attended preschool for 2.31 days per week in 2011². This represents an average preschool attendance of 13.8 hours per week for each child, not including participation in long day care, which accounts for the enrolment of most preschool age children in NSW.

Increase the proportion of children with the literacy and numeracy skills they need for the best start at school

Results from the *Best Start* Kindergarten assessment in 2012 showed that 93 per cent of students achieved Level 1 or higher on at least one aspect of the numeracy assessment and 80 per cent achieved Level 1 or higher at least one aspect of the literacy assessment. These results have remained stable since 2010.

¹ Commonwealth data for 2012 is not yet available.

² Commonwealth data for 2012 is not yet available.

High expectations, closing the gaps

Increasing access to preschool

In October 2012, the Minister for Education announced measures aimed at supporting access to preschool, particularly those serving our most disadvantaged communities. Over \$30 million in funding was earmarked for a number of programs to be rolled out in 2013, including:

- a fee-reduction package to help children of disadvantaged families access their community preschool at no charge for up to two years at selected *Connected Communities* locations
- infrastructure and outreach funding to boost access to preschool at *Connected Communities* locations
- incentives to help early childhood providers adjust the way they deliver their services to achieve a minimum of 15 hours of preschool education for each child
- scholarships for up to 100 early childhood educators to upgrade their qualifications
- improved transfer of information about the learning and development needs of each child as they move from an early childhood setting to school
- a trial of arrangements where services can pool their governance and support functions.

Giving young children the best start at school

The *Best Start* assessment is designed to identify each student's literacy and numeracy ability at the beginning of Kindergarten. In 2012, *Best Start* was conducted in all NSW public schools with primary enrolments. This involved more than 65,000 children and over 3,700 teachers.

To support the assessment, we implemented software for Kindergarten to Year 2 teachers to generate early learning plans to address the individual literacy and numeracy needs of each student.

We created 120 full-time equivalent (FTE) teaching positions, which allowed us to grant release time to expert teachers so they could deliver literacy and numeracy programs. Our teachers provided *Reading Recovery* support to more than 10,000 students who were having difficulty in learning to read

and write. We expanded the *Targeted Early Numeracy* (TEN) intervention program out to 529 schools and trained over 3,000 Kindergarten to Year 2 teachers. Our 64 *Language, Learning and Literacy* (L3) facilitators trained 990 Kindergarten teachers to assist students who struggled on the *Best Start* literacy assessment.

We also developed and applied tools and resources to identify gifted and talented students and extend them in their first years of school.

Quality teaching and leadership

Implementing the *National Quality Framework*

This was a significant year in the implementation of the *National Quality Framework* (NQF) under the *National Partnership Agreement on the National Quality Agenda for Early Childhood Education and Care*. The NQF aims to improve the quality and consistency of early childhood education and care across Australia.

The NQF includes an integrated and uniform approach to the regulation, approval and quality assessment of services. The national laws came into effect on 1 January 2012 and now apply to around 5,000 services in NSW, including long day care centres, preschools, kindergartens, family day care services and more than 1,000 outside school hours care services (which were not previously subject to NSW Government regulation).

The NQF also sets a new national benchmark (the *National Quality Standard*) to rate and assess the quality of services. The standard covers educational programs and practice, the health and safety of children, the suitability of facilities and the physical environment, staffing arrangements, support for children, their families and communities, the quality of leadership and service management.

In June 2012, we began to assess and rate the quality of NSW services against the standard. This was a significant new responsibility and a major undertaking. We trained our assessors using a package developed by the University of Melbourne in consultation with all state and territory regulators. We were the first regulator to issue an assessment and rating report and had visited over 790 services by the year's end.

In the second half of 2012, an independent evaluation of the assessments and ratings was undertaken to validate the process and the credibility of the ratings before they were published. The Australian Council for Educational Research provided its report to state and territory ministers in December 2012. On the basis of its findings, ministers agreed that the ratings should be published in 2013. Parents will then be able to judge the quality of services and service providers will have a framework to guide continuous improvement and deliver better outcomes for children.

During the year, we continued to monitor compliance with legislative requirements, investigate complaints and respond

to incidents as they occurred. These activities, which involved around 1,500 visits to service providers, were underpinned by an extensive campaign to educate the sector about the new NQF. We worked in close partnership with the national authority, the Australian Children's Education and Care Quality Authority (ACECQA) and held a series of joint public forums around NSW. Our inquiry service played a central role in our communication with families and services. In 2012, we responded to over 31,700 telephone inquiries, 8,180 email inquiries and handled over 3,340 regulatory notifications from service providers.

Building the knowledge and skills of early childhood educators

Highly skilled and qualified staff are essential to providing high-quality education and care and achieving the best outcomes for children. To support this, the NQF progressively mandates new qualification requirements for educators. At the end of 2011, we launched the *New Skills: Quality Care* training strategy. In 2012, we assisted unqualified educators by providing subsidised access to courses. We funded 608 educators to study for an Australian Qualifications Framework (AQF) certificate III qualification and another 351 educators to study a full diploma course.

One of the initiatives announced by the NSW Minister for Education in October 2012 was to make scholarships available for 100 educators to upgrade their qualifications in early childhood to degree level. The scholarships will be rolled out in 2013 and will give priority to educators working in disadvantaged areas.

We conducted a series of information sessions on the NQF and distributed a regular bulletin on key regulatory issues and processes that the sector needed to be aware of. Our efforts received a very positive response from the sector.

We worked to ensure that staff in all 100 government preschools received the support they needed to develop their knowledge and skills. We ran a series of professional learning workshops, focusing on specific areas within the *National Quality Standard*. The workshops were delivered by early childhood specialists and were attended by more than 150 preschool teachers and 140 support staff, school executives and principals. We also designed and rolled out an interactive tool to help teachers assess themselves against the national standard and develop plans to improve the service they provide.

New and better ways of doing business

Reviewing the funding of early childhood education

In 2012, we continued to support a major review of funding for early childhood education. The Minister for Education announced the review in August 2011 to address inequity and unnecessary complexities in the way the current system is funded and make recommendations on how funding reforms could help families of young children access quality learning and care. The independent review was conducted by respected social policy academic Professor Deborah Brennan.

Professor Brennan submitted her final report to the Minister in April 2012. We were then tasked with testing the recommendations against actual service data that was not available at the time of the review. Using new data we collected specifically for this purpose, we have begun detailed modelling of the early childhood education sector and testing the impact of the review's funding scenarios.

We have continued to negotiate with the Commonwealth Government to secure a long-term funding commitment for the sector after the current national partnership agreement expires in 2013. The negotiations are expected to be finalised early in 2013, paving the way for the NSW Government to finalise its reforms and release its response to the Brennan Review.

Performance report: At school

Our outcome

All students will get the teaching and support they need to learn, achieve and progress.

Our performance targets

- Ensure participation of students in national (NAPLAN) tests exceeds the national average
- Increase the proportion of students at and above the national minimum standard for reading and numeracy
- Increase the proportion of students in the top two performance bands for reading and numeracy
- Halve the gap in reading and numeracy by 2018
- Ensure that 90 per cent of young people have attained a Year 12 or AQF qualification at certificate II or above by 2015
- Ensure that 90 per cent of young people have attained a Year 12 or AQF qualification at certificate III or above by 2020, including those in regional NSW
- Halve the gap in educational attainment for young Aboriginal people by 2020
- Improve Year 12 completion rates for students in disadvantaged schools
- Increase the number of teachers with higher level professional accreditation
- Ensure 60 per cent of school students with a disability have a personalised learning and support plan by 2020

Our priorities

High expectations, closing the gaps

- Supporting students with disabilities, learning and behavioural difficulties
- Closing the gap in educational outcomes for Aboriginal students
- Rethinking how education and other services are delivered to Aboriginal communities
- Supporting students from disadvantaged communities
- Improving literacy and numeracy standards
- Helping students transition from primary to secondary school
- Improving student attendance
- Encouraging students to stay in school
- Supporting successful transitions to further education, training and employment

Quality teaching and leadership

- Attracting and recruiting the highest quality teachers
- Ongoing professional development for our school teachers and principals
- Supporting quality teaching
- Recognising and rewarding excellence in teaching
- Ensuring the welfare of our students

Better ways of doing business

- Increasing local decision-making
- Reforming the way we finance and staff our schools
- Improving our school facilities and infrastructure
- Supporting technology and innovation in learning
- Improving administrative and information management systems

Our performance targets

Ensure participation of students in national (NAPLAN) tests exceeds the national average

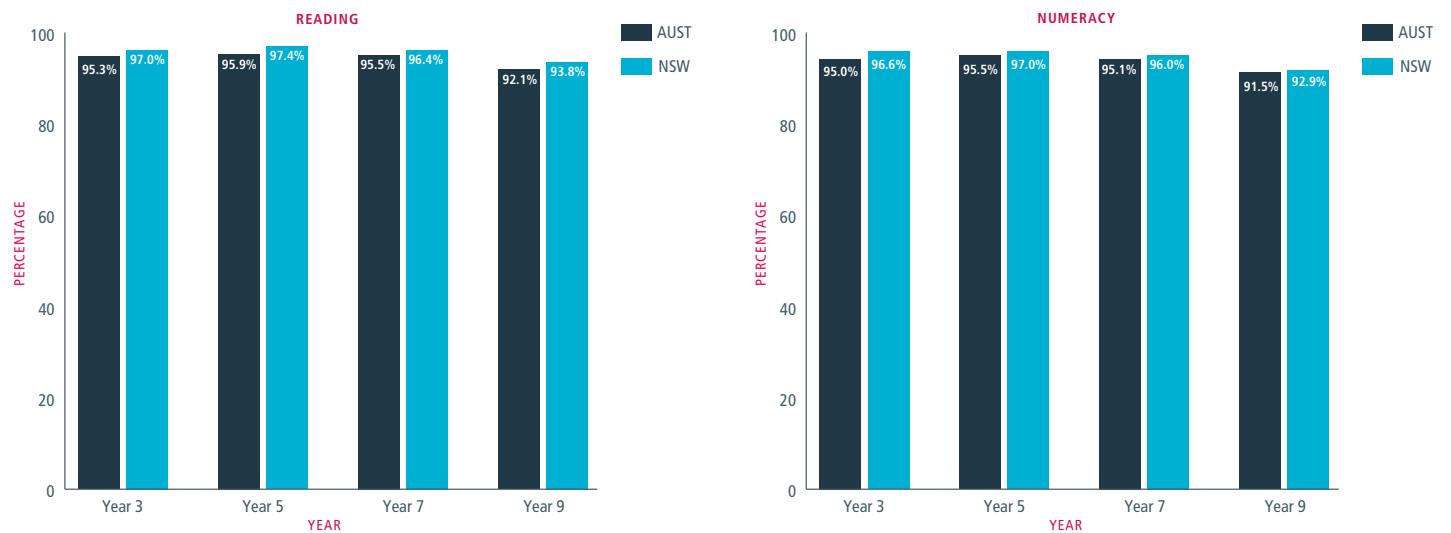


Figure 1: Participation rate of NSW students in NAPLAN tests compared to the national average in 2012¹

NSW participation in NAPLAN tests has been consistently higher than all other states and territories (and therefore the national average) at each year level since testing began in 2008.

¹ Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), *NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2012*, ACARA, Sydney (2012)

Increase the proportion of students at and above the national minimum standard for reading and numeracy

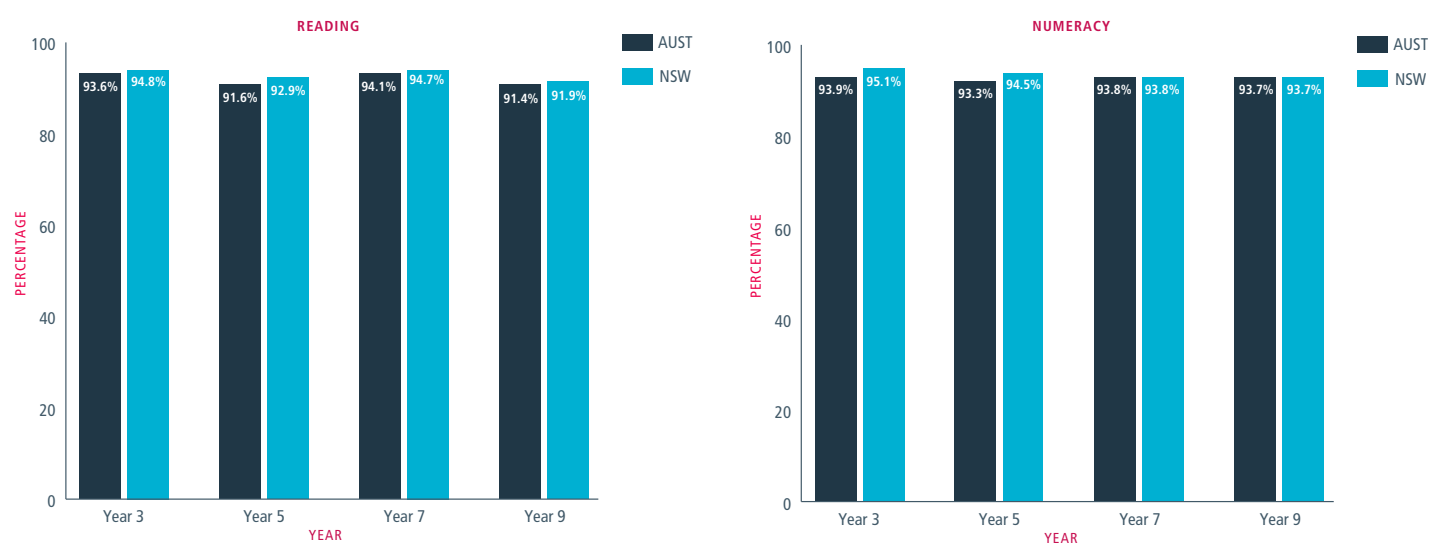


Figure 2: Proportion of NSW students in Years 3, 5, 7 and 9 at and above the national minimum standard for reading and numeracy in 2012¹

In 2012, the proportion of NSW students achieving at and above the national minimum standard in reading was consistently higher than the national average. In numeracy, NSW students achieved above the national average in Year 3 and Year 5 and at the national average in Year 7 and Year 9.

Between 2008 and 2012, the performance of NSW students in reading in Year 3, Year 5 and Year 7 remained stable. Similarly, there was no significant change in numeracy results for Year 5 and Year 9 students. However, over this period there were statistically significant declines in Year 9 reading, Year 3 numeracy and Year 7 numeracy results.

¹ Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), *NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2012*, ACARA, Sydney (2012)

Increase the proportion of students in the top two performance bands for reading and numeracy

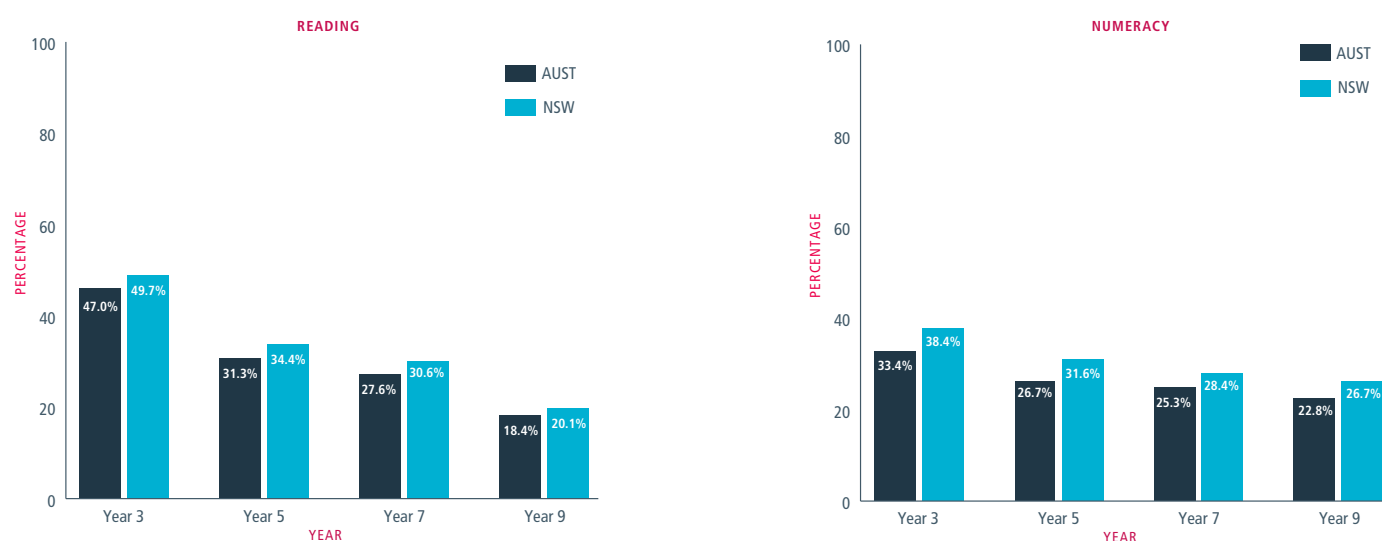


Figure 3: Proportion of NSW students in Years 3, 5, 7 and 9 in the top two performance bands for reading and numeracy in 2012¹

In 2012, the proportion of NSW students achieving in the top two performance bands for reading and numeracy was consistently higher than the national average.

Since 2008, the proportion of NSW students achieving in the top two bands has increased for Year 3, Year 5 and Year 7 students in reading and in Year 5 for numeracy. Since 2010, the performance of Year 3 students in numeracy testing has also improved. However, compared with 2008, a smaller proportion of NSW students achieved in the top two bands for Year 9 reading, Year 7 numeracy and Year 9 numeracy.

¹ Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), *NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2012*, ACARA, Sydney (2012)

Halve the gap in reading and numeracy by 2018

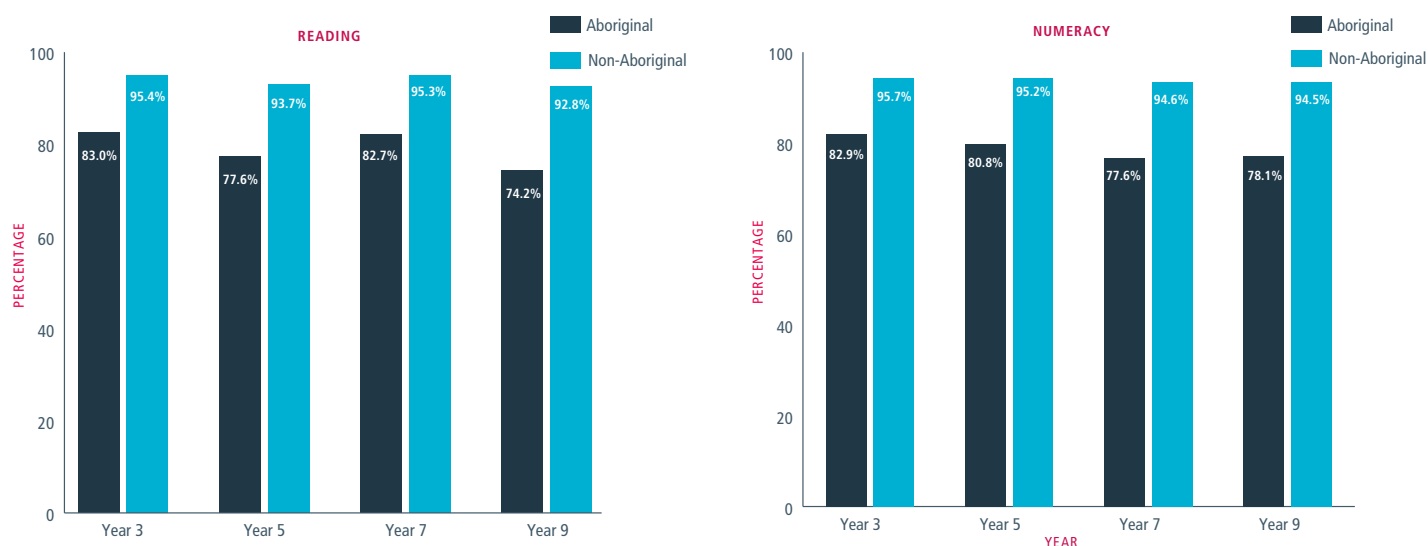


Figure 4: Percentage of NSW Aboriginal students achieving at and above the national minimum standard in 2012¹

The gap in performance between Aboriginal and non-Aboriginal students in Year 3, Year 5 and Year 7 NAPLAN results for reading has remained virtually unchanged since 2008.

Results for reading in Year 9 and numeracy in Years 3 and 7 show a statistically significant decline in the proportion of Aboriginal students achieving at and above the national minimum standard since 2008. Year 9 numeracy results show a decline in performance between 2008 and 2011, with some improvement in 2012. In 2012, NSW is on track to meet the 2018 closing the gap target for Year 5 numeracy.

¹ Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), *NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2012*, ACARA, Sydney (2012)

Ensure that 90 per cent of young people have attained a Year 12 or AQF qualification at certificate II or above by 2015

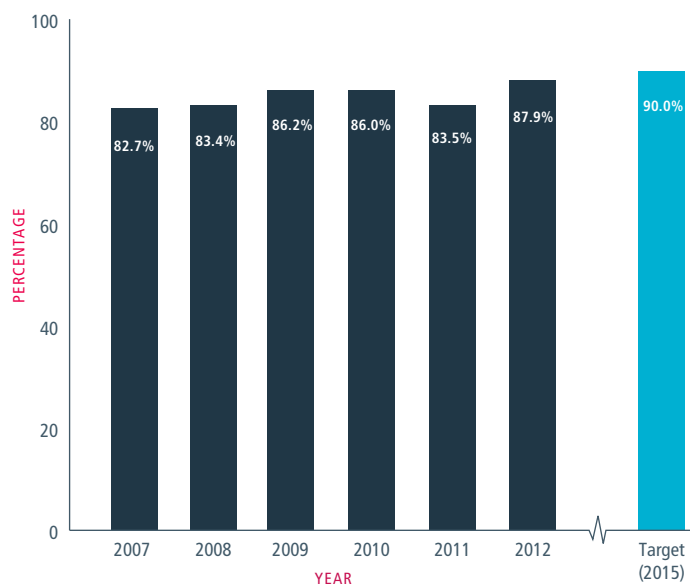


Figure 5: Proportion of 20-24 year olds who have attained a Year 12 or AQF qualification at certificate II or above¹

Between 2007 and 2012, the proportion of 20-24 year olds who completed a Year 12 or an AQF qualification at certificate Level II or above rose by an estimated 5.2 percentage points.

¹ Source: Attainment data for NSW is from the Australian Bureau of Statistics, *Survey of Education and Work* (cat. no. 6227.0). Care needs to be taken with the interpretation of survey data as high standard errors can mean differences from year to year are not statistically significant.

Ensure that 90 per cent of young people have attained a Year 12 or AQF qualification at certificate III or above by 2020, including those in regional NSW

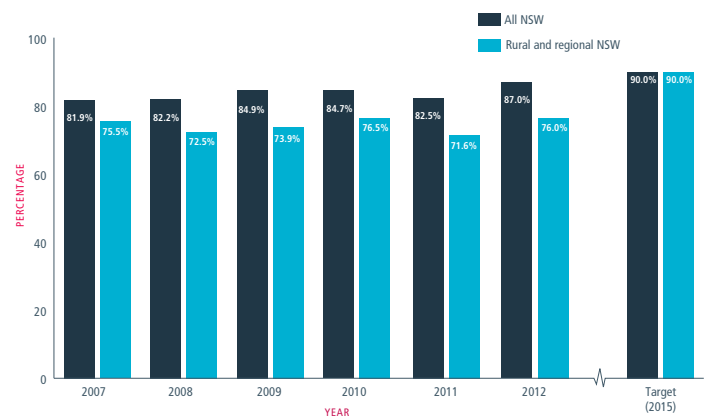


Figure 6: Proportion of 20-24 year olds who have attained a Year 12 or AQF qualification at certificate III or above²

The proportion of 20-24 year olds who attained a Year 12 or AQF qualification at certificate III or above rose by an estimated 5.1 percentage points between 2007 and 2012. Between 2007 and 2012, the proportion of young people living in rural and regional NSW who had attained the same level of qualification increased by an estimated 0.5 percentage point.

² Source: Attainment data for NSW is from the Australian Bureau of Statistics, *Survey of Education and Work* (cat. no. 6227.0). Notes: Rural and regional attainment data are calculated from a sample survey for which there is a known standard error. The Australian Bureau of Statistics has advised that year to year fluctuations are to be expected due to sampling variability. Care needs to be taken with the interpretation of survey data as high standard errors can mean differences from year to year are not statistically significant.

Halve the gap in educational attainment for young Aboriginal people by 2020

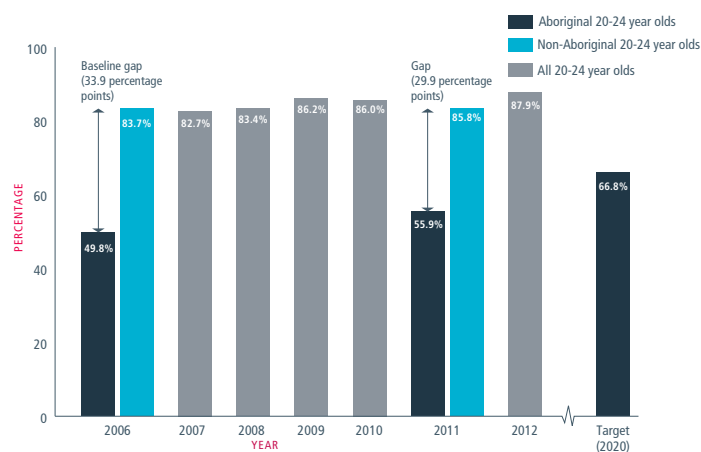


Figure 7: The gap in Year 12 or equivalent attainment for Aboriginal 20-24 year olds¹

In NSW, Aboriginal young people are on track to meet this closing the gap target. In 2011, around 55.9 per cent of Aboriginal people aged 20-24 years had attained a Year 12 or AQF qualification at certificate II or above, equalling the projected 2011 progress point and up from 49.8 per cent in 2006.

1 Sources: 2006 and 2011 data for Aboriginal and non-Aboriginal young people sourced from the five yearly *Census of Population and Housing*, Australian Bureau of Statistics, as sourced from the *Report on Government Services* (Productivity Commission). All students data for 2007-10 and 2012 sourced from the annual *Survey of Education and Work* (cat. no. 6227.0).

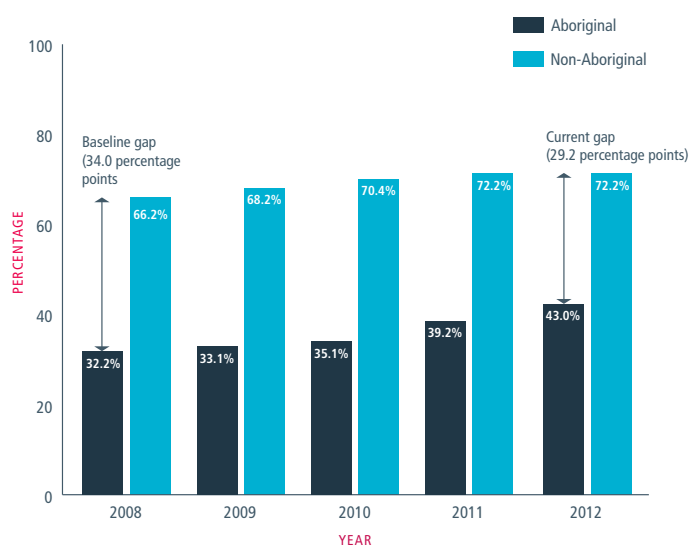


Figure 8: Year 7 to Year 12 apparent retention for Aboriginal and non-Aboriginal students²

The Department's focus on improving attendance and raising the school leaving age, has had a positive impact on school retention. The apparent retention rate monitors changes in the number of students in public schools who stay on to Year 12. The NSW apparent retention rate for full-time students has increased from 32.2 per cent in 2008 to 43.0 per cent in 2012 for Aboriginal students and from 66.2 per cent to 72.2 per cent for non-Aboriginal students over the same period. The gap between Aboriginal and non-Aboriginal students has narrowed from 34.0 percentage points in 2008 to 29.2 percentage points in 2012, indicating that the rate of improvement has been greater for Aboriginal students.

2 Source: *Schools Australia*, Australian Bureau of Statistics

Improve Year 12 completion rates for students in disadvantaged schools

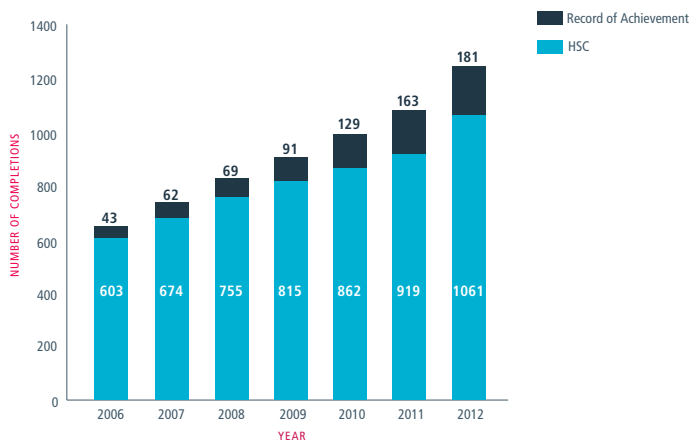


Figure 9: Number of Aboriginal students achieving Higher School Certificate or Record of Achievement¹

In 2012, the number of Aboriginal students in NSW public schools completing their Higher School Certificate or a Record of Achievement continued to rise, with a 14.8 per cent increase since 2011.

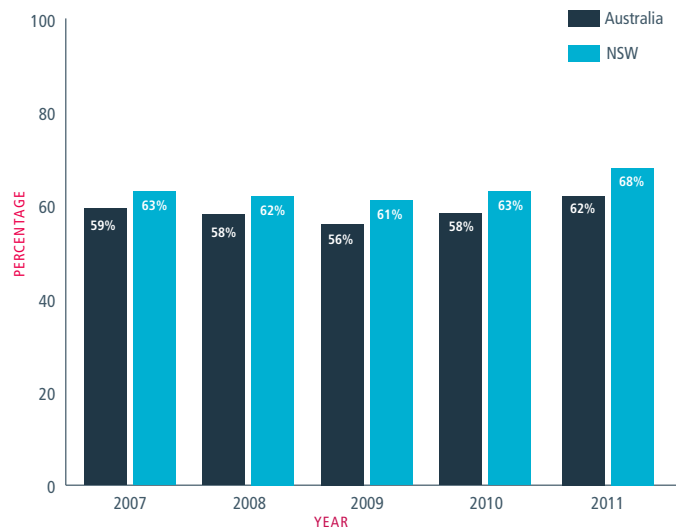


Figure 10: Year 12 completion rates for students in low index of community socio-educational advantage (ICSEA)² schools

There has been a substantial improvement in the estimated rate of Year 12 completion for students from low socio-economic backgrounds, rising from 63 per cent in 2010 to 68 per cent in 2011. While improvements have been observed nationally, NSW has been improving at a faster rate. Between 2007 and 2011, Year 12 completion for disadvantaged students improved by five percentage points, compared to three percentage points nationally.

While the rate of Year 12 completion remains lower for students living in low socio-economic status communities, the gap between low and high socio-economic status students narrowed by one percentage point in 2011.

¹ Source: Department of Education and Communities, Office of Education. Data extracted from Board of Studies revised results / participation database. Only students listed as "active" are included in the figures.

² Source: Productivity Commission, *Report on Government Services* (2013), Steering Committee for the Review of Government Service Provision. Note: 2012 data is not yet available.

Increase the number of teachers with higher level professional accreditation

Accreditation with the NSW Institute of Teachers at the higher career stages of Professional Accomplishment and Professional Leadership became available to all school teachers in 2008. Accreditation requires teachers to demonstrate they have achieved the relevant teaching standards through a combination of documentary evidence, referee reports and external observation.

In 2012, 133 public school teachers expressed an interest in seeking voluntary accreditation at Professional Accomplishment, with 35 commencing the process with the institute. A further 108 teachers completed a preliminary application at Professional Leadership, with 73 commencing the accreditation process. Teachers have up to three years to complete their submission for accreditation. In 2012, six teachers achieved accreditation at Professional Accomplishment and seven at Professional Leadership.

In 2013, NSW will transition to the *Australian Professional Standards for Teachers*. Under these standards, teachers will be certified at the higher career stages of Highly Accomplished and Lead Teacher.

Ensure 60 per cent of school students with disability have a personalised learning and support plan by 2020

We are continuing to work towards this target. We are currently updating the system we use to collect student data to record the number of students with personalised learning and support plans in their schools. This enhancement is due for completion in early 2013.

High expectations, closing the gaps

Supporting students with disabilities, learning and behavioural difficulties

In 2012, more than 740,000 students were enrolled in NSW public schools. Of these students, approximately 90,000 (around 12 per cent) have additional learning and support needs because of disability. We provided additional assistance for around 16,000 of these students in regular classes through our *Integration Funding Support Program* and more than 19,000 students in specialist classes.

Every Student, Every School is a strategy announced by the NSW Government in March 2012, supported by the *More Support for Students with Disabilities National Partnership*. This strategy builds the capacity of schools to understand and meet the needs of students with disability. The projects underneath this strategy have a strong focus on professional learning and support for teachers. Key achievements in 2012 include:

- the placement of a specialist learning and support teacher in every regular school across NSW – a total of around 1,800 full-time equivalent (FTE) teachers
- over 150 scholarships offered to teachers to complete special education at masters level and a further 200 scholarships to be offered in 2013
- schools for specific purposes (SSPs) provided with assistance to develop networks with local schools.

We are developing a range of accredited professional development courses to ensure all our teachers are aware of their legislative responsibilities and have the capacity to provide adjusted learning and support for students with disability. We are also developing a new functional assessment tool that will help teachers identify where students may benefit from adjustments in the classroom and develop personalised learning and support plans in consultation with students and their parents and carers. We expect all of these resources to be in place by term 3 2013.

The *Assisted School Travel Program* provides travel to and from school for eligible students with disability who are unable to travel under the *School Student Transport Scheme*. In 2012, we provided around 2,300 individual transport services a day through contracted service providers to over 10,500 students across NSW. We provided support to families during

disruption to the program in term 1 2012, including a hotline that responded to the needs of more than 600 families. An independent review of the program was commissioned and we have implemented all of the recommendations.

To support students with lower-level support needs, every regular NSW public school now receives an allocation of resources for specialist teacher time and annual flexible funding. A formal disability confirmation is not required for students to access this support. Principals determine how these resources are best used to assist teachers and students.

The NSW Centre for Effective Reading provides information about working with students with complex reading difficulties and provides direct specialist assessment and intervention services for primary students in rural and remote communities. In 2012, we guided more than 200 students through the service. The centre's website provides teaching and learning materials for teachers in public and non-government schools.

In term 1 2012, we launched a new course to support teachers' understanding of dyslexia and reading difficulties. More than 2,000 staff completed the course this year. We now have 438 trained tutors based across the state. This ensures that our teachers can draw on a range of strategies, develop inclusive reading programs for their classes and make the best use of assistive technology to ensure that students with reading difficulties are not left behind.

Closing the gap in educational outcomes for Aboriginal students

Our ambition is to close the gap in outcomes between Aboriginal students and the broader student population. To this end, we provide additional support for our Aboriginal students, including the following:

- the *Norta Norta Program* provides tailored learning support to individual students. In 2012, the program:
 - assisted approximately 670 schools to provide learning assistance for 2,227 Aboriginal students in Years 4, 6, 8 and 10
 - provided tutorial assistance for over 3,000 students in Years 11 and 12

- supported independent learning hubs for Aboriginal students in targeted locations
- implemented the *Wambinya Early Years Program* in 105 schools to assist Kindergarten students with their literacy and numeracy development.
- phase 3 of the *Schools in Partnership* (SiP) initiative helps schools develop partnerships with parents, communities and government services and maximise educational outcomes for students. The initiative is being run in 69 schools and five communities of schools with significant Aboriginal student enrolments
- phase 2 of the *Youth Excel* program is being implemented in 10 regional secondary schools. Participating schools employed a full-time Aboriginal community engagement officer to improve student attendance and retention
- we are funding 312 Aboriginal education officer positions in NSW public schools
- in partnership with employers including Xstrata Coal and Legal Aid NSW, we continued to provide scholarships for Aboriginal students to support their schooling and participation in vocational education.

By December 2012, over 36,000 Aboriginal students from Kindergarten to Year 12 had a personalised learning plan in place. These plans are developed by schools in collaboration with parents and carers. Plans include targets for learning and strategies that families can use to support their children's schooling. Our approach is consistent with the objectives and targets of the Ministerial Council for Education, Early Childhood Development and Youth Affairs (MCEECDYA) *Aboriginal and Torres Strait Islander Education Action Plan 2010-2014*. In 2012, 69 of the 88 focus schools under the national action plan had implemented a school-wide approach to the teaching and learning of literacy and numeracy.

Rethinking how education and other services are delivered to Aboriginal communities

The NSW Government launched the *Connected Communities* strategy in May 2012. The aim of the strategy is to establish networks of schools, local communities and government service

providers, using schools as community hubs to create better opportunities for Aboriginal students.

In partnership with the NSW Aboriginal Education Consultative Group (AECG), we selected 15 schools to participate in the strategy. In 2013, these schools will be working with their local communities to teach Aboriginal language and culture and develop personalised learning plans for their students. We are also linking these schools with local providers in health, welfare, childcare, education and training. This model will be a simpler and more coordinated way for these communities to access a range of services.

In 2012, we ran 45 *Schools as Community Centres* (SaCC) projects in targeted communities. This program also recognises that the school is a shared resource and brings together a range of government services for families with young children in disadvantaged communities. School facilities are used for playgroups, supporting transition to school, early literacy programs, health and nutrition initiatives and parenting programs. Around 4,000 families participated and around three-quarters reported that they accessed a service they had not used before.

Our partnership agreement with the AECG is built on the principles of respect, commitment, collaboration and accountability. It sets out our shared commitments to improve outcomes for Aboriginal learners and ensure that education and training gives due respect to cultural heritage and identity. Regions and schools were encouraged to ratify the agreement with regional and local Aboriginal education consultative groups. By the end of 2012, 474 schools had locally-endorsed partnership agreements in place.

Supporting students from disadvantaged communities

The *Priority Schools Program* provides additional assistance to school communities to reduce the achievement gap in schools with a high proportion of students from low socio-economic status backgrounds. We provided an additional 280 teaching positions to 579 schools in disadvantaged communities to improve their staff-to-student ratios.

The *Low Socio-economic Status School Communities National Partnership and Reform Extension Initiative* provided funding to improve educational outcomes and transition rates for students in 613 schools. Additional executive positions were created in more than 220 schools. We employed 80 Highly Accomplished Teachers (HATs), who helped to improve the quality of teaching in schools through leadership and mentoring. In total, we created 2,895 new teaching and 1,527 non-teaching positions and implemented more than 720 literacy and numeracy programs.

The *Country Areas Program* provided \$4.75 million of additional funding to 222 schools in isolated rural communities, supporting more than 23,000 students.

Improving literacy and numeracy standards

The NSW Government is investing \$261 million over the five years from 2011 to support students who are most at risk of slipping below minimum standards in literacy and numeracy.

The Ministerial Advisory Group on Literacy and Numeracy was established to provide advice on the implementation of the *NSW Literacy and Numeracy Action Plan*. Under the expert leadership of Dr Ken Boston AO, the advisory group recommended a plan of action to boost the literacy and numeracy of students. Our *Early Action for Success* program is based on the advisory group's recommendations and resources are directed to primary schools that national (NAPLAN) testing shows have the greatest needs. In 2012, over \$15 million was allocated to implementing the action plan.

We use the *Best Start* Kindergarten assessment to gather consistent, accurate and reliable information about the knowledge, skills and understandings that each child brings with them to school. The progress of students is tracked against literacy and numeracy benchmarks. This allows teachers to identify students who would benefit from additional attention in regular classroom teaching, as well as students with more complex literacy and numeracy needs who require extra assistance in small groups or intensive one-on-one support.

A key feature of *Early Action for Success* is the appointment of instructional leaders in identified schools. We appointed 50 of

these specialists in 2012. They are now working in their schools to help improve outcomes for students who are struggling to meet expected standards in literacy and numeracy.

We evaluated eight of the programs we implemented under the *National Partnership on Literacy and Numeracy* and published the outcomes in 2012. We found that the implementation had a positive impact on students, teachers and schools. Students were more interested and enthusiastic to learn and student outcomes improved.

Helping students transition from primary to secondary school

Moving into secondary school is a critical time for students and a major stepping stone on the way to adulthood. In 2012, we distributed \$2.8 million to schools to help students make a successful transition from primary to secondary schooling. Our strategies included sharing stories from schools that successfully maintained a continuity of learning into the first year of secondary school, approaches to a more integrated curriculum and ways that schools can work with students and their parents to help them through this challenging period.

We allocated an additional \$310,000 to 16 learning communities across 91 primary, secondary and central schools to implement a whole-school initiative on teaching in the middle years. We developed a transition matrix to help these schools plan effective transition programs.

Improving student attendance

Regular attendance and engagement is critical to educational success and students with poor patterns of attendance are at risk of limiting their choices later in life.

Changes to legislation in 2012 have provided more options to resolve problems with attendance before resorting to prosecution action against a parent or truanting child. The changes recognised that there are a wide range of factors that contribute to students not attending school. We introduced the option of compulsory conferences with students to identify the barriers they face and to identify what can be done to restore their participation in education or training. Compulsory

schooling orders can now be imposed by the Children's Court as well.

To support these changes, we trained more than 60 new conference convenors in 2012 (bringing the total number of convenors to around 150) and provided intensive authorisation training to home school liaison officers, Aboriginal student liaison officers and regional staff. We also worked with the Board of Studies, Catholic and independent schools to implement these legislative changes across all school sectors and ensure a common approach to dealing with school attendance issues.

Encouraging students to stay in school

In January 2010, the school leaving age was raised from 15 to 17 years of age. Students with higher levels of schooling are more likely to successfully transition to higher education, training or work, but we acknowledge that students need to be able to select from a range of different pathways to education and employment.

In 2011, we commissioned research to obtain feedback from young people directly affected by the changes to the school leaving age. A selection of senior students was interviewed in 12 different schools across the state. Following an initial analysis of the focus group discussions, an online survey was developed to further test the responses. The *New School Leaving Age: Consulting Young People* report was released in January 2012. It showed us that students have a clear understanding of the purpose and requirements of the new school leaving age and an overwhelmingly positive attitude to opportunities to improve their prospects of future education and employment.

We provided targeted support for youth at risk of disengagement through our *Links to Learning* program. The program provided approximately \$8 million to non-government organisations and local government authorities. In 2012, around 55 different organisations helped 3,600 students stay on track.

In 2012, 38 secondary teachers completed training as transition advisers to help at-risk students re-engage with learning, plan their education and training goals and prepare for their transition from school. Altogether we have trained around 250 teachers for this role since 2005. We allocated \$800,000 to

37 schools to undertake innovative, whole-school initiatives to ensure that students are engaged in education and training.

The School Sport Foundation distributed around \$90,000 for 39 grants for students not regularly involved in sport and physical activity and at risk of disengaging from school.

The Department responded to the Audit Office of NSW performance audit on the impact of the raised school leaving age and how well we support young people at school or an alternative pathway, until they reach 17 years of age. The Department continues to consider the recommendations in the context of policy reforms such as *Local Schools, Local Decisions*, curriculum requirements, school management practices and the industrial and employment conditions for NSW teachers. TAFE NSW institutes continue to work in partnership with schools to promote and support the engagement, retention and achievement of young people of compulsory school age.

Supporting successful transitions to further education, training and employment

To support the raised school leaving age and ensure that students have a number of avenues for education and training, we allocated more than \$2.4 million for students in Years 9 and 10 to undertake vocational education and training (VET) courses. Of the 1,840 students enrolled in VET courses delivered by TAFE NSW, 742 enrolled in an Industry Curriculum Framework (ICF) course. ICFs can be studied as part of the HSC and enable students to acquire a range of technical, personal and organisational skills valuable to work and community life. On successful completion, students receive a nationally recognised Australian Qualifications Framework (AQF) credential.

Our independent employment advisers provided mentoring, career advice and employment brokerage to over 1,200 public school students struggling to stay at school in regions of high unemployment.

In 2012, over 14,800 secondary students accessed our *Student Pathways Survey* to kick-start their career and transition planning. The survey provided students with a way to identify

and record their personal career and transition plans. Students also accessed our online career management services, *e-Me* and *Logbook Online* to document their goals and identify options for further education and employment to get them there.

Following the release of the HSC results by the Board of Studies, we opened our Careers Advisory Service. This telephone and email service was supported by a website providing school-leavers with information on the career and study options available to them.

Our trade schools and trade training centres in over 250 schools provided students with access to industry-standard training facilities. This encouraged more students to complete their schooling and helped to fill skills shortages and meet emerging local needs. Through the *National Partnership on Youth Attainment and Transitions*, we funded approximately 2.5 million hours of work-placement and an additional 350 places for students in Years 9 and 10 to undertake vocational courses.

As a result of our efforts, the Department secured \$8.5 million of Commonwealth funding under the national partnership and reward funding of \$15.8 million for achieving national targets. This allowed us to secure an additional 350 places for students in Years 9 and 10 in vocational courses and work placements for around 69,000 school students in Years 11 and 12. We also allocated \$650,000 of the funding to 12 local projects supporting an additional 11,000 students.

Quality teaching and leadership

Attracting and recruiting the highest quality teachers

In 2012, over 8,180 applicants were approved to teach in NSW public schools. Between term 2 2011 and the end of Term 1 2012, we filled over 4,150 classroom teacher positions, with 61 per cent of these filled through a method chosen by schools.

Since the introduction of the *Teacher Education Scholarship* program in 2002, 1,210 high-quality teachers (including 188 Aboriginal teachers) have been appointed to areas of workforce need. In 2012, 250 applicants, including 62 Aboriginal students, were offered a scholarship in the 2013 program.

In 2012, we appointed 10 mathematics, three science (physics), 13 special education and three technological and applied studies teachers after they completed the *Incentive Scholarship Program*. This program was introduced in 2008 to attract high-quality graduates in their final year of study who were not in receipt of any other type of scholarship.

More than 510 teachers completed retraining programs in priority areas including mathematics, science (physics), engineering studies and school counselling.

We continued to work closely with the NSW Institute of Teachers to ensure that teacher training and professional development were consistent with the accreditation requirements for new teachers.

We helped prepare our newly-appointed teachers with induction programs, access to online professional learning and mentoring arrangements. Our *Beginning Teachers Support Initiative* provided funding to schools equivalent to one hour of relief per week for each permanent on probation beginning teacher in their first year of service. This additional support could be utilised flexibly. For example, the time could be allocated to enable new teachers to participate in professional development, prepare lessons, or seek advice from more experienced teachers. In 2012, this initiative supported almost 3,400 beginning teachers in over 1,260 public schools. In 2011/12, our *Teacher Mentor Program* provided 50 full-time equivalent mentors to support beginning teachers in 92 schools across NSW.

We offered incentives for school teachers in remote rural schools. These included priority transfers after service commitments had been met, subsidised housing and rental accommodation, retention benefits, additional vacation and leave periods and additional professional development days. In the 2011/12 staffing operation, we appointed 71 classroom teachers, 19 executive staff and five principals through incentive transfers.

Ongoing professional development for our school teachers and principals

All our school teachers and leaders had access to a comprehensive range of courses in 2012. Our professional learning programs are designed to strengthen knowledge and skills in the areas of:

- beginning teachers
- leadership and career development
- quality teaching
- use of information communication and technologies
- welfare and equity
- literacy and numeracy
- implementing the curriculum.

In 2012, we expanded our online management information system (*My PL@Edu*) so that teachers could maintain a register of their professional learning and made it easier to access online courses. We delivered 700 courses and programs registered by the NSW Institute of Teachers, including 3,230 state-wide registered professional learning sessions covering all elements of the professional teaching standards.

We have also continued to develop our online program for teachers to achieve and then maintain their accreditation with the institute. This professional learning program provides teachers with over 120 hours of online professional learning and was used in over 800 schools. A key element of our learning program is the NSW Quality Teaching model. This model can be applied across all years of schooling and all key learning areas. It provides a common language for teachers to talk about their teaching and encourages teachers to critically reflect on their practice with the aim of improving student outcomes.

In 2012, we also developed the online *Leadership Learning* program aligned to the roles and key accountabilities of principals. The program consists of 50 hours of professional learning in 15 courses, focusing on leadership, management and continuous improvement. The program enables current and aspiring school leaders to take the first steps to further professional accreditation.

Supporting quality teaching

In July 2012, the Minister for Education released the *Great Teaching, Inspired Learning* discussion paper. This started a three-month consultation period across the education community about ways we can improve teacher quality in NSW schools. The consultation period resulted in 98 submissions, over 2,800 people engaged in an online forum and 577 comments posted on the site. The NSW Government will announce reforms as a result of this consultation in 2013.

Our literacy and mathematics continua map how we expect children to develop by describing key markers of what students tend to master at each stage of their development. This year we distributed poster-sized versions of the Kindergarten to Year 6 literacy and numeracy continua to all of our primary teachers. We completed the literacy continuum for Year 7 to Year 10 and an interactive online version of the literacy continuum for Kindergarten to Year 10. These are now being used in classrooms across the state to show students the bigger picture of literacy and numeracy learning, illustrate to parents and carers how their children are progressing and assist teachers with planning their lessons and assessment tasks.

We delivered the *School Measurement, Assessment and Reporting Toolkit* (SMART 2) for schools to interpret NAPLAN and the Year 8 Essential Secondary Science Assessment (ESSA) results. By linking results to the NSW syllabus and a bank of teaching strategies, teachers and schools are better able to analyse learning needs and program accordingly.

For students who were experiencing difficulties with their reading and writing, our teachers accessed a number of intervention programs including *Language, Learning and Literacy* (L3), *Reading Recovery*, *Focus on Reading and Literacy Lessons*. In terms of numeracy skills, our key intervention programs were *Targeted Early Numeracy* (TEN), *Taking off with Numeracy* (TOWN) and *Count Me In Too*.

Recognising and rewarding excellence in teaching

Under the *National Partnership for Improving Teacher Quality*, we have established 35 Centres for Excellence in NSW public schools. These centres have supported over 150 schools by promoting and demonstrating quality teaching. In 2012, the first tranche of 13 schools completed their formal participation in the national partnership. Each of these schools had access to up to \$200,000 to support ongoing implementation of key activities that proved to have the greatest impact on strengthening teacher quality and student outcomes. The second tranche of 22 schools continued operation as Centres for Excellence in 2012 and will complete their formal participation in the national partnership in 2013.

During 2012, an additional cohort of six schools and four communities of schools participated in a year-long teacher quality project, focusing on professional development aligned to teaching standards and support for beginning teachers.

Our Highly Accomplished Teacher (HAT) positions provide an opportunity for our best teachers to model high-quality teaching for their colleagues. Applicants for these positions are required to complete a successful preliminary assessment at one of the higher voluntary accreditation levels with the NSW Institute of Teachers. Teachers appointed to HAT positions are required to complete their submission for accreditation by the end of their two year appointment. By the end of 2012, 13 teachers (including nine HATs) were the first cohort of NSW public school teachers to be accredited at the higher levels.

Ensuring the welfare of our students

Following our successful trial of 10 new Student Support Officer positions in 2011, we advertised an additional 40 positions in 2012. These officers operate in NSW high schools across the state and support students with anti-bullying and wellbeing strategies. They work to connect students and their families with other services, community activities and support agencies and work with schools on outside school hours programs and excursions. Some of the initiatives that were implemented by our student support officers this year included:

-
- hosting breakfast clubs each morning on school grounds before school
 - assisting at learning hubs, including a weekly after-school homework centre for Aboriginal students
 - establishing a girls' group centred on body image and self-esteem
 - stress reduction workshops for senior high school students to help them prepare for the HSC.

New and better ways of doing business

Increasing local decision-making

The NSW Premier and the Minister for Education announced the *Local Schools, Local Decisions* reforms in March 2012. The key features of *Local Schools, Local Decisions* include:

- shifting decision-making responsibility from head office to the school level
- a new resource allocation model to fund schools directly
- handing responsibility for managing school budgets and filling staff vacancies back to school principals
- salary progression based on attainment of professional standards
- a single school plan, annual report and budget, all linked to student learning outcomes.

This reform will give schools more local authority, while at the same time retaining the benefits of belonging to a strong public education system. We supported principals and executive staff in participating schools with a professional learning program that included leadership skills in a devolved environment, school planning, decision-making, financial management and effective community consultation and engagement.

The *Local Schools, Local Decisions* reforms are aligned to the *Empowering Local Schools National Partnership*. In NSW, there are 229 schools participating in the partnership. These schools have been provided with additional funding of up to \$50,000 over two years to better respond to the needs of their students and local communities.

Reforming the way we finance and staff our schools

Allowing schools to directly manage an increased percentage of the school budget is a key reform outcome of *Local Schools, Local Decisions*. In July 2012, the Minister for Education announced a new Resource Allocation Model (RAM), which is a simpler, fairer and more transparent way of distributing government funding to schools. It uses the concept of a base rate plus loading which is consistent with the Commonwealth's *Review of Funding for Schooling* (the Gonski review). The RAM takes into account the fact that students and school

communities are not all the same, but have different needs and will need different levels of support. Funding for schools reflects complexity as well as student numbers. The RAM builds on educational research and student and school data to allocate funding so that the students and schools with greater need get more resources.

We will continue to test and refine the RAM throughout 2013 to ensure that it works in a variety of settings. The first schools to transition to the RAM will be those participating in the *Empowering Local Schools National Partnership*.

We have also changed our procurement rules to make it easier for schools to get better value for purchases up to \$5,000 by purchasing from local businesses where they offer better value than the state contract. We made changes to annual planned maintenance to give principals more control over decisions such as painting, replacing carpets and repairing roofs. Regional asset management units are now responsible for the delivery of all planned maintenance works, resulting in management fee savings of approximately \$6 million in 2012. This was used to provide additional maintenance works in schools.

Under our new model of greater local authority, the needs of students will drive the mixture of staff in our schools. Providing greater opportunities for local selection within a state-wide system was a major focus of the new agreement we signed in 2012 with the NSW Teachers Federation. The new school teacher staffing agreement allows schools to fill at least every second vacancy by local choice, once incentive transfer applicants and Aboriginal employment applicants are placed.

Improving our school facilities and infrastructure

We continued to maintain quality teaching and learning environments through our capital works and asset acquisition programs. We provided \$20 million in 2011/12 and 2012/13 for 307 projects in 283 schools from the \$40 million *Public School Upgrade Program* and another \$20 million for extra minor maintenance across all NSW public schools.

In the 2011/12 financial year, we improved the physical environments of public schools through the continuation of 41 major works projects, the completion of 28 projects and the

commencement of six new projects. We upgraded TAFE NSW facilities through the continuation of 21 major capital projects, the completion of 14 major projects and the commencement of nine new projects.

We continued to deliver the Commonwealth's *Building the Education Revolution* program, which has provided approximately \$3.4 billion for capital works and maintenance projects in NSW public schools. A further 29 projects were delivered under the *Primary Schools for the 21st Century* component of the program in 2012. Total investment in NSW schools has now reached \$3.3 billion. We also started delivering capital works projects in 19 schools for specific purposes (SSPs) with residual funds to improve the learning environments of students with special needs.

We completed 80 projects under the Commonwealth's *Trade Training Centres Program*, with a further 24 projects continued under the second and third rounds of the program.

We reviewed our projections of the future asset investment needs of NSW public schools, introduced a new system for delivering major capital works and improved the delivery of minor capital works projects. Increased efficiency and cost savings allowed for additional works to be undertaken. We identified a number of areas of savings and revenue which allowed us to reinvest in school facilities and infrastructure, including:

- a new fee structure with NSW Public Works that realised savings of over \$8 million and funded an upgrade of Collarenebri Central School and science laboratories in 11 other schools
- a market for contributions from developers for new schools in Sydney's growth centres
- negotiation with Canada Bay Council for a school on council-managed land
- an asset disposal program that raised \$39.12 million for reinvestment in capital works and maintenance.

We also commenced a review of our *School Facilities Standards* to provide more flexibility in the way our school facilities are used and development of the *Thermal Comfort Sustainability Framework* to provide a cost-effective and sustainable approach to improving comfort in all learning spaces.

Supporting technology and innovation in learning

We recognise that innovative approaches to learning are required so that students will be able to meet the challenges of the 21st century.

Our NSW Curriculum and Learning Innovation Centre continued to publish a range of digital resources for schools. These helped students and teachers become creative and productive users of technology. Over 250 resources linking directly to the curriculum have been created and accessed over 650,000 times.

Under the Commonwealth's *Digital Education Revolution* program, all Year 9 to Year 12 students have now been provided with a laptop. This amounts to over 250,000 devices. All schools are assisted with technical support and a peer coaching program to help teachers integrate technology into their classes.

The Commonwealth's ICT Innovation Fund also funded *Pathways for Learning Anywhere Anytime: A network for educators* (PLANE). This virtual learning environment for pre-service teachers, in-service teachers and leaders was launched in October 2012 and now has over 4,000 registered users.

Improving administrative and information management systems

The *Learning Management and Business Reform* (LMBR) program aims to modernise the way we manage and deliver student enrolment and administration, learning management, support services, finance, human resources and technology services. The LMBR program is a critical enabler for other reform initiatives.

In 2009 and 2010, stage one of the program implemented the finance solution into corporate offices and TAFE NSW institutes. In 2011/12, we refined the program to better manage risks, allow sufficient time to engage users and ensure the change was managed effectively.

The first LMBR solution for schools, Budgeting and Planning (Foundation), was deployed to the 229 schools participating in the *Empowering Local Schools National Partnership* in October

2012. Further solution releases for these schools will occur in 2013, with the remaining schools to be deployed in 2014.

In 2012, we continued to deliver a high-quality and adaptable ICT foundation across our schools through the *Technology for Learning Program* (T4L). More than 1,000 primary schools were migrated to the new eT4L server and services environment in 2012, which included rebuilding more than 70,000 computing devices. More than 1,000 schools had their local area networks assessed and remediated where required. In 2012, we also commenced development of a new software catalogue to provide easy access to a range of teaching and learning applications. We will begin to roll out the initiative to high schools and our corporate offices in 2013.

Performance report: In tertiary education and training

Our outcome

All students will receive the skills and knowledge for successful participation in employment and their communities, ensuring easier transitions, especially to higher education.

Our performance targets

- Fifty per cent increase in the proportion of people with qualifications at AQF certificate III and above by 2020
- One hundred per cent increase in the number of higher level qualifications at diploma level and above by 2020
- Twenty per cent increase in the number of women, regional and Aboriginal students completing higher level qualifications at AQF certificate III and above by 2020
- Increase the proportion of young people with a bachelor degree or above to 44 per cent by 2025
- Increase the proportion of undergraduate enrolments by students from low socio-economic status backgrounds to 20 per cent by 2020
- Increase the proportion of school leavers participating in further education, training or employment to 90 per cent by 2020
- Increase the number of apprenticeship and traineeship completions by 10 per cent by 2016

Our priorities

High expectations, closing the gaps

- Creating opportunities for people facing barriers
- Ensuring equal opportunities for people with disability
- Improving business and career opportunities for Aboriginal people
- Removing barriers for women to non-traditional occupations
- Targeting training to the needs of rural and regional NSW
- Retraining retrenched workers in regional and rural areas

Quality teaching and leadership

- Recruiting and retaining the highest quality staff at TAFE NSW
- Developing the skills and leadership capability of TAFE NSW staff
- Improving the quality of VET training
- Recognising excellence in teaching and training

Better ways of doing business

- Reforming vocational education and training
- Partnering with industry to meet local skills needs
- Using digital media and technology to deliver flexible, personalised learning options
- Reforming apprenticeships and traineeships
- Collaborating with the Commonwealth, states and territories to harmonise and streamline services
- Building an effective and coordinated tertiary education system

Our performance targets

An educated and skilled workforce is crucial to a productive and growing economy. More than ever, it is important we find ways to work collaboratively across government, industry and vocational and tertiary education and training sectors to develop a skills base that meets the current and future needs of NSW.

Fifty per cent increase in the proportion of people with qualifications at AQF certificate III and above by 2020

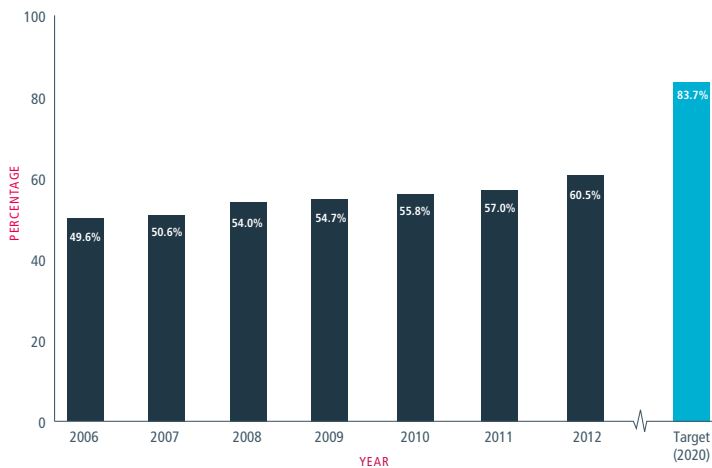


Figure 11: Proportion of NSW people aged between 20 and 64 years old with an AQF qualification at certificate III or above¹

In 2012, 60.5 per cent of people in NSW aged between 20 and 64 had attained qualifications at Australian Qualifications Framework (AQF) certificate III and above. This was an increase of 3.5 percentage points since 2011.

One hundred per cent increase in the number of higher level qualifications at diploma level and above by 2020

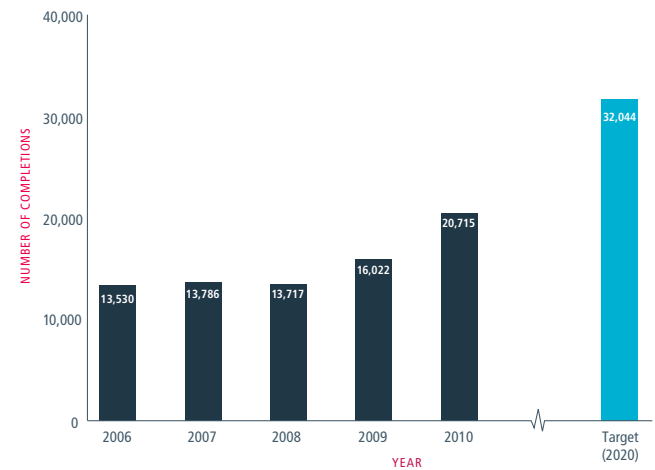


Figure 12: Number of completions at diploma qualification and above in NSW (2006-2010)²

In 2010, there were 20,715 completions in vocational education and training (VET) qualifications at AQF diploma level and above. This was an increase of over 4,600 completions since 2009. Of these completions, TAFE NSW had 17,317 (84 per cent).

1 Source: Australian Bureau of Statistics, *Education and Work, Australia*, (cat. No. 6227), additional data cubes. Note: Care needs to be taken with the interpretation of survey data as high standard errors can mean that differences from year to year are not significant.

2 Source: National Centre for Vocational Education Research (NCVER), *National VET Provider Collection*. Note: 2010 qualification numbers are preliminary due to lag in reporting. Note: 2011 and 2012 data are not yet available.

Twenty per cent increase in the number of women, regional and Aboriginal students completing higher level qualifications at AQF certificate III and above by 2020

In 2010, women completed 58,651 qualifications at AQF certificate level III and above. This was an increase of over 6,700 completions since 2009. Of these, TAFE NSW had 45,715 (78 per cent of the state's total completions by women).

There were 34,754 completions by rural and regional students, an increase of 3,100 over the same period. Aboriginal students completed 2,706 qualifications, an increase of over 400.

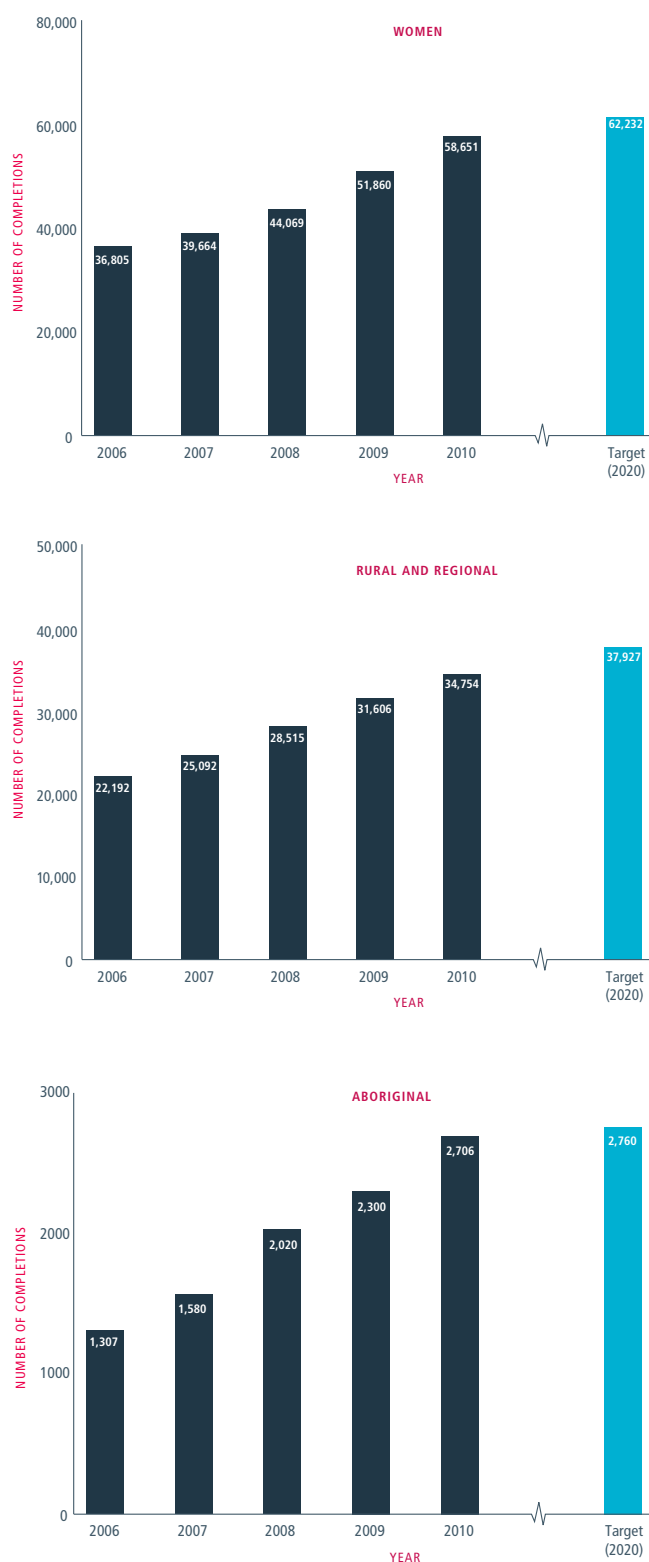


Figure 13: Number of completions at AQF qualification certificate III or above for women, regional and Aboriginal students¹

¹ Source: National Centre for Vocational Education Research (NCVER), *National VET Provider Collection*. Note: 2010 qualification numbers are preliminary due to lag in reporting. 2011 and 2012 data are not yet available.

Increase the proportion of young people with a bachelor degree or above to 44 per cent by 2025

In 2012, 38.2 per cent of people aged 25-34 years had attained a bachelor level qualification or above. This was an increase of 6.5 percentage points since 2006.

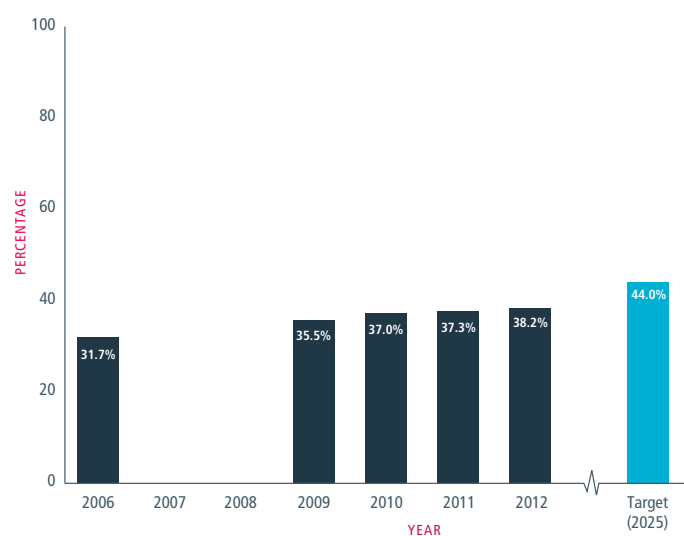


Figure 14: Proportion of 25-34 year olds in NSW holding a bachelor level qualification or above¹

1 Source: Australian Bureau of Statistics, *Education and Work, Australia*, (cat. No. 6227), additional data cubes. Notes: Care needs to be taken with the interpretation of survey data as high standard errors can mean that differences from year to year are not significant. 2007 and 2008 figures not available.

Increase the proportion of undergraduate enrolments by students from low socio-economic status backgrounds to 20 per cent by 2020

In 2011, 17.5 per cent of undergraduate enrolments in NSW were by students from low socio-economic status backgrounds. This was a slight increase on the rate for 2008 (16.7 per cent).

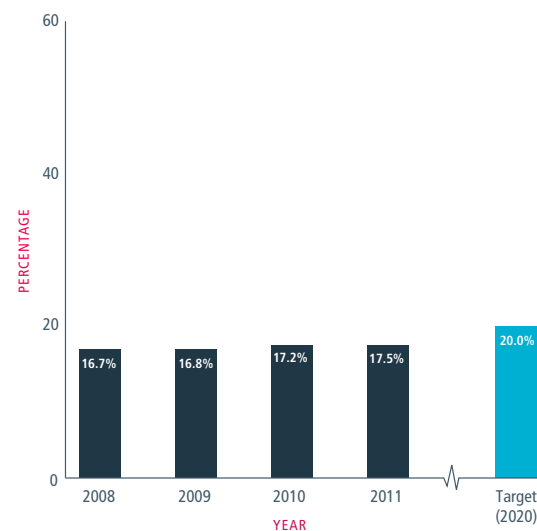


Figure 15: Proportion of undergraduate students from low socio-economic status backgrounds enrolled at NSW higher education providers²

2 Source: Department of Education, Employment and Workplace Relations (DEEWR), *Selected Higher Education Statistics*.

Increase the proportion of school leavers participating in further education, training or employment to 90 per cent by 2020

In 2011, an estimated 68.6 per cent of 15-19 year olds who had left school were participating in further education, training or employment. This was a decrease of 4.8 percentage points since 2010.

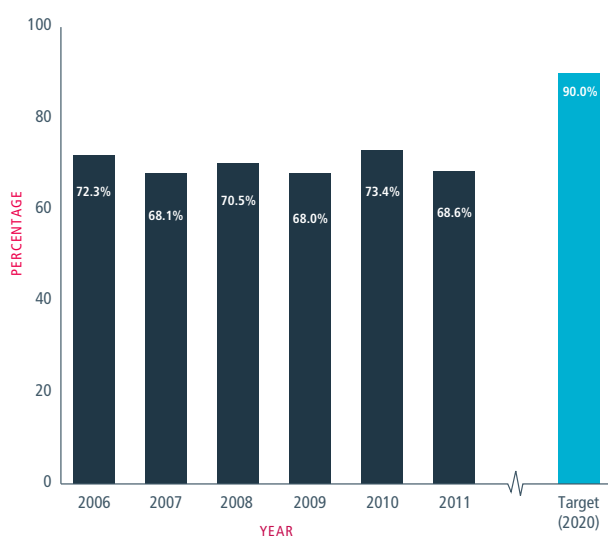


Figure 16: Proportion of 15-19 year old school leavers fully participating in education, training and/or employment¹

¹ Source: Australian Bureau of Statistics, *Education and Work, Australia*, (cat. No. 6227), additional data cubes.

Notes: Care needs to be taken with the interpretation of survey data as high standard errors can mean that differences from year to year are not significant. 2012 data are not yet available.

Increase the number of apprenticeship and traineeship completions by 10 per cent by 2016

In 2011, 53,000 apprenticeships and traineeships were completed, an increase of 14,753 completions since 2006. In rural and regional NSW, 20,411 apprenticeships and traineeships were completed, compared to 16,096 in 2006 (an increase of 4,315 completions).

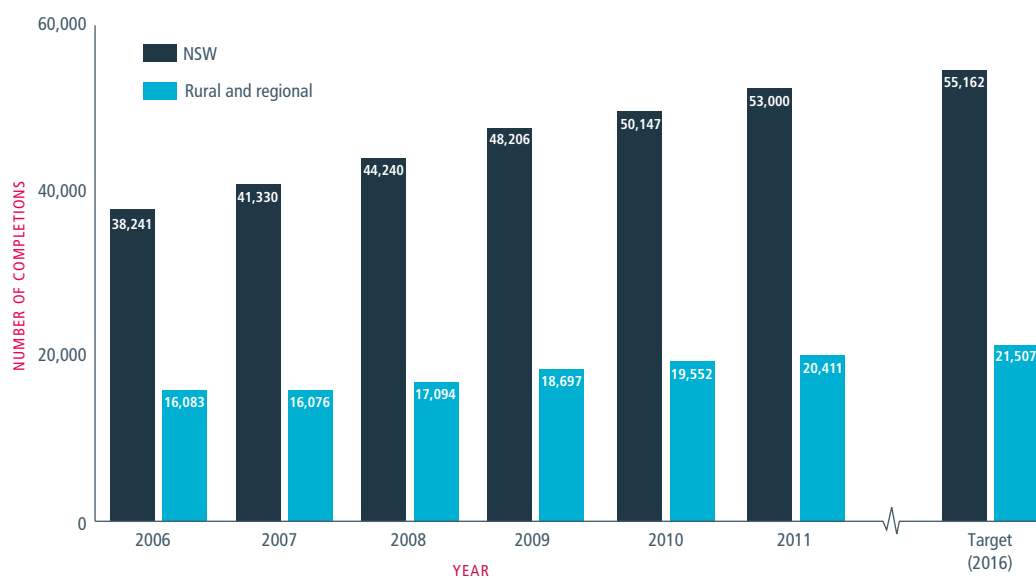


Figure 17: NSW apprenticeships and traineeships completion estimates (2006-2011)¹

¹ Source: National Centre for Vocational Education and Research (NCVER), *Apprenticeship and Traineeship Collection*. Note: NCVER publishes updated estimates every quarter and historical data may change in new publications. 2012 data are not yet available.

High expectations, closing the gaps

We developed customised programs for students who required specialised support to undertake and complete VET qualifications. These included students with disability, students from a language background other than English, Aboriginal students with special education requirements and remote students with limited access to training options. Our support included careers counselling, tutorial support and mentoring, access to specialised equipment and learning technologies and programs designed to improve employability and technical skills. Between 2008 and 2012, TAFE NSW increased enrolments for:

- Aboriginal students by 26.7 per cent from 29,135 to 36,901
- students from regional and remote areas by 18.8 per cent from 199,360 to 236,849
- students with disability by 23.1 per cent from 48,062 to 59,167
- students from language backgrounds other than English by 14.8 per cent from 111,930 to 128,456
- unemployed students by 41.3 per cent from 99,937 to 141,234
- students aged 15-24 years increased by 8.0 per cent, from 220,046 to 237,670.

Creating opportunities for people facing barriers

TAFE NSW is committed to enabling students from diverse backgrounds to reach their potential and maximise their employability.

In 2012, TAFE NSW - Western Sydney Institute provided customised training to over 270 students experiencing disadvantage in partnership with Cana Communities. The training focused on foundation and employability skills and students had an employment rate of 90 per cent.

TAFE NSW - Hunter Institute developed the *REAL Ed Program* in partnership with Break Thru People Solutions and JobQuest to provide disadvantaged youth with literacy, numeracy and employability skills. The institute also developed the *Skills for Tomorrow: Young Parents' Program* to help young parents complete school, gain work skills and employment while their children were cared for in an onsite crèche. Students completed

an AQF Certificate II in Skills for Work and Training and a range of units relevant to the local labour market. The program involved local government and non-government services and won the inclusion category at the 2012 TAFE NSW Innovation and Excellence Showcase.

TAFE NSW - South Western Sydney Institute partnered with Homecare Australia, Housing NSW and Community Services (NSW Department of Family and Community Services) to deliver customised programs to disadvantaged residents of the Campbelltown and Macquarie Fields area. The program resulted in 30 students securing employment with Homecare.

Adult and community education colleges continued to support disadvantaged learners with over 2,400 students enrolled in language, literacy and numeracy-supported VET programs, accounting for nearly 700,000 student contact hours. Colleges continued to deliver the *Social Inclusion Program*, which includes pre-vocational training opportunities for people facing barriers to employment and digital literacy programs for mature-aged people.

The NSW Adult Migrant English Service (AMES) delivers language, literacy and numeracy training programs, workplace training programs and related services and consultancies for newly arrived migrants, refugees, jobseekers and workplace clients. In July 2012, the NSW AMES became part of DEC International within the Department. NSW AMES partnered in the Departmental Adult Migrant English Program Consortia that deliver services in Sydney, Wollongong, Newcastle and regional and rural NSW.

Ensuring equal opportunities for people with disability

TAFE NSW aims to meet the needs of students with disability in vocational education, training and services and ensure that all students have equal access to the opportunities that skills training provide. In 2012, TAFE NSW had 59,167 enrolments by students with disability.

TAFE NSW - Western Sydney Institute ran an early intervention program in assistive technology, information technology and employability skills for 31 patients with spinal injuries from Royal North Shore Hospital, Prince of Wales Hospital and the Royal

Rehabilitation Centre Sydney spinal injury units. The program used social media, online and face-to-face delivery to assist outpatients. Half of the participants returned to further study or work. The institute also created the *Youth Pathways Project: Orientation to TAFE* for students with autism spectrum disorders who plan to enrol in vocational education and training. This program provided students and their families with a skills toolbox prior to enrolment and enabled a more successful transition from school.

TAFE NSW - Illawarra Institute hosted the Using Inclusive Technologies in Education, Training and Employment Conference as part of National Skills Week to assist teachers, rehabilitation providers, employment providers, community service workers and people with disabilities learn about recent advances in inclusive technologies.

The NSW *TradeAbility Pre-Apprenticeship Program for People with Disability* assisted people who were not at school, but seeking to transition into an apprenticeship. In 2012, the program funded 11 courses and over 100 training places with participants expected to complete the program in early 2013. Of the 100 training places under the 2012 program, 87 were by students enrolled in TAFE NSW.

Improving business and career opportunities for Aboriginal people

TAFE NSW is committed to improving education and employment outcomes of Aboriginal students. TAFE NSW institutes developed customised programs for Aboriginal students to support participation in secondary and further education and to facilitate vocational outcomes and employment pathways. Partnerships with other education providers, enterprises and community groups ensure that students learn in real work environments. Between 2008 and 2012, TAFE NSW increased completions for:

- all Aboriginal students by 15.6 per cent from 9,903 to 11,449
- Aboriginal students aged 15-24 years in AQF certificate II and above qualifications by 90.1 per cent, from 967 to 1,838 completions.

We expanded the *Indigenous Police Recruiting Our Way Delivery* (IPROWD) program. IPROWD is a joint program between

TAFE NSW, NSW Police, Charles Sturt University and the Commonwealth Government. It aims to help Aboriginal people gain entry to the NSW Police Academy at Goulburn, the first step to becoming an officer. The program is delivered by nine TAFE NSW institutes across the state and is managed by TAFE NSW - Western Institute.

In 2012, TAFE NSW - South Western Sydney Institute delivered the *Indigenous Pre-Recruitment Course* for Aboriginal candidates seeking to enlist in the Australian Defence Force (ADF). Students were trained across the metropolitan area, enabling them to complete an AQF Certificate III in Employment and Training. As a result, students increased their chances of placement in the ADF and those who were not offered a place were provided with assistance to find alternative employment.

TAFE NSW - Illawarra Institute delivered a customised course in civil construction to Aboriginal students in partnership with NSW Roads and Maritime Services and Oz Health. The program involved mentoring, support and engagement with employers and employment brokers and resulted in the students being employed by private contractors carrying out major road works. The institute also partnered with the public schools portfolio and the University of Wollongong to support Aboriginal school-based trainees to enter a Bachelor of Education degree. Students worked at childcare centres and undertook the AQF Certificate III in Educational Support by flexible delivery.

TAFE NSW - Western Institute partnered with schools in the region to deliver the *Indigenous Sparkies Program*, which was designed to kick-start a career in the electro-technology trade. The program included customised literacy and numeracy support, mentoring and work placement for students.

TAFE NSW - Sydney Institute partnered with Coles supermarkets to develop the *Coles First Step* program for Aboriginal job seekers. The program was customised to the training requirements of the company, students were provided with individualised support and mentoring and all graduating participants were offered employment.

In 2012, TAFE NSW - Northern Sydney Institute supported Aboriginal employees of the NSW Department of Family and Community Services to achieve the Vocational Graduate Certificate in Community Services Practice (Statutory Child Protection) and a AQF Diploma of Community Services (Case

Management). Through the *Towards a Better Future Project*, the institute provided recognition of prior learning, skills gap training and workplace mentoring. The project won a silver award in the Partnership category at the 2012 TAFE NSW Innovation and Excellence Awards.

The State Training Services *Way Ahead for Aboriginal People* program provided guidance, mentoring, counselling and support services to over 300 Aboriginal apprentices and trainees so they could complete their training and obtain their trade qualification. Under the *New Careers for Aboriginal People* program, our employment advisors helped over 1,200 job seekers across NSW. This resulted in around 450 Aboriginal job seekers gaining employment and a further 480 undertaking vocational skills training.

In 2012, State Training Services committed \$1.29 million to provide customised training for Aboriginal people. This provided pre-vocational courses for 56 participants in an AQF Certificate II in Hospitality, 80 participants for a part qualification in the AQF Certificate II in Construction and 31 participants in AQF diploma-level qualifications in governance, community development and Aboriginal legal advocacy. State Training Services also developed and implemented a new program, the *Regional Aboriginal Small Business Trades Pathway*, to increase the number of Aboriginal small businesses in regional NSW. The program linked graduating Aboriginal tradespeople with local business advisors to provide guidance on how to set up their own small business. The program will target 250 graduating apprentices each year.

In 2012, our adult and community education *Social Inclusion Program* provided over 1,260 Aboriginal students with additional literacy and numeracy support to improve their employment prospects. Providers offered pathway planning, literacy and numeracy support, counselling and work experience to help students overcome their challenges and complete their training.

Removing barriers for women to non-traditional occupations

State Training Services initiated the first stage of the *Women in Non-Traditional Trades Project*, researching the trades where women were under-represented as apprentices. Stage two will

implement communication strategies and support mechanisms to increase women's participation in these industries. In 2012, 493 women completed apprenticeships in non-traditional trades. A further 2,283 women were undertaking apprenticeship training.

A special award for Women in a Non-traditional Trade or Occupation was included in the 2012 NSW Training Awards to recognise the achievements of women working in traditionally male-dominated trades. The winners, an aircraft maintenance engineer (graduate of TAFE NSW - South Western Sydney Institute) and an electrician (graduate of TAFE NSW - North Coast Institute), will take on ambassadorial roles and help raise awareness and promote these trades as rewarding pathways for young women.

TAFE NSW developed the leadership skills of female teachers in TAFE NSW as part of a mentoring program to help women overcome educational barriers and forge greater pathways in non-traditional trade areas. TAFE NSW also worked with the NSW Department of Family and Community Services to address low enrolments and completions by women in non-traditional trades and to increase participation in the labour force and skill shortage areas in rural and regional areas of NSW.

Targeting training to the needs of rural and regional NSW

TAFE NSW provides a wide range of customised training for students in rural, regional and remote areas. TAFE NSW institutes work with industry, training providers and communities to target skills shortage and employment growth areas that meet the training needs of rural, regional and remote students and support the economic growth and sustainability of their local communities. Of the total 579,719 student enrolments in 2012, 240,671 were from regional institutes. Between 2008 and 2012, enrolments in diploma and above level qualifications at regional institutes increased by 72.3 per cent, from 8,623 to 14,861.

In 2012, TAFE NSW - Western Institute delivered over 3,200 student enrolments through Western Connect, a virtual college taking training to rural and remote communities by harnessing mobile teaching and simulator units.

TAFE NSW - Riverina Institute provided *GreenSkills* training to over 170 rural workers and contractors from the NSW National Parks and Wildlife Service. By implementing best practice soil and water conservation techniques, the training ensured that the highest environmental standards are maintained when rehabilitating roads and tracks.

State Training Services delivered the *Regional Training and Employment Strategy*. This was developed to support economic growth in rural NSW and to close the training and employment gap between people in metropolitan and regional areas. It included a number of programs, including *Partnering for Jobs*. In 2012, this program allocated \$225,000 to develop pathways into higher education for 32 people in health care, social assistance and professional, scientific and technical services industries in Orange, Dubbo and Eurobodalla. The program also provided training for around 320 people in regional NSW linked to local job opportunities.

In 2012, 12 Country Apprentice Scholarships were awarded to first year apprentices from regional NSW. These \$10,000 per annum scholarships supported young people with financial and family hardships to undertake their training.

Retraining retrenched workers in regional and rural areas

One element of the *Regional Training and Employment Strategy 2011 - 13* is targeted assistance to retrenched workers and those at risk of losing their jobs. In 2012, the program assisted over 1,430 retrenched or affected workers in 36 companies across NSW. Our efforts resulted in 560 retrenched workers in manufacturing, construction, retail, food processing and telecommunications undertaking retraining. At least 200 of these affected workers successfully secured employment.

State Training Services also administered the Continuing Apprentices Placement Service, which matched employers to retrenched apprentices and trainees wanting to continue their training in their chosen career. By the end of 2012, we had placed over 1,340 apprentices and trainees.

The NSW and the Commonwealth governments also partnered to establish a roaming fly-in fly-out (FIFO) coordinator, who will help match workers to where their skills are in demand.

TAFE NSW recognises that ongoing training for existing workers is vital for building the skills base of NSW and enabling employment mobility, particularly for workers without formal qualifications. For retrenched workers, this can include skills gap training, which assists in finding another job within industry sub sectors or other industry areas.

In 2012, TAFE NSW institutes delivered training to over 7,000 students under the *Productivity Places Program*. This included the delivery of training to over 2,700 existing workers and job seekers in regional NSW. TAFE NSW also delivered training to over 300 existing workers and job seekers through the *National Workforce Development Fund*, with 58 per cent of enrolments delivered through regional institutes

TAFE NSW - Western Sydney Institute provided assessments of existing skills, identified local employment opportunities and targeted training to assist approximately 30 workers with employment in new trade areas. This program ran in partnership with the Men's Shed at Katoomba and in the Hawkesbury district.

TAFE NSW - North Coast Institute provided training in business administration, forklift licensing, mechanical engineering, trade, hospitality and food safety to workers who were retrenched as a result of closures at South Grafton Abattoirs and Inghams Enterprises.

TAFE NSW - Riverina Institute provided training, in partnership with SunRice, to formerly retrenched and new workers at the re-opened rice mills at Deniliquin and Coleambally. The Deniliquin mill employed 75 trainees, with an additional 34 workers commencing induction training at the Coleambally mill. Skills upgrading in the AQF Certificate IV in Competitive Manufacturing was also provided for 25 existing worker trainees at Leeton.

Quality teaching and leadership

Recruiting and retaining the highest quality staff at TAFE NSW

TAFE NSW institutes implemented a range of strategies and initiatives to recruit and retain members of a professional and customer focused workforce. TAFE NSW supports its teachers and other staff to upgrade their skills and transfer their expertise into their teaching, learning and work practices.

In 2012, TAFE NSW - Northern Sydney Institute supported new teachers through a mentoring program. This included advice on lesson planning and delivery, assessment and classroom management.

TAFE NSW - South Western Sydney Institute conducted intensive pre-recruitment and induction consultations for new teaching and assessor staff. We also consulted with the Australian Human Rights Commission to explore options to support the employment and retention of mature aged workers.

Developing the skills and leadership capability of TAFE NSW staff

TAFE NSW continues to sponsor leadership and innovation through institute and state-wide policies and initiatives including online communities of practice, industry-specific professional development programs and mentoring and communities of practice.

In 2012, TAFE NSW delivered the innovative *Building Our Future: Leadership Program* for 21 senior staff to develop the next generation of leaders. The program was run through the Australian Catholic University and involved residential workshops and team-based project work culminating in presentations to the NSW TAFE Commission Board and the TAFE NSW executive.

We also delivered 40 TAFE Connects webinars to help practitioners use technology to design and deliver engaging learning experiences. Over 100 VET practitioners participated in each session. We continued to support our staff to adopt virtual learning environment tools and technologies. One hundred staff attended the Putting it Together workshop and a virtual showcase was held to share innovative practices.

We established 50 online communities of practice to build capability, share knowledge and encourage professional conversations. Over 3,500 VET practitioners accessed eCommunities in 2012. The eCommunities service includes templates, sample courses, resources, research and topics aligning with the educational technology priorities of TAFE NSW including learning design, assessment and mobile learning.

In 2012, TAFE NSW - Northern Sydney Institute conducted workshops for its teachers on generational learning styles and dealing with challenging behaviours and learning difficulties in the classroom. The institute also supported five staff to complete the Vocational Graduate Diploma in Education and Training for Sustainability in collaboration with Swinburne University. An additional 55 teachers completed a customised training program on sustainability. These units helped teachers to integrate sustainability principles and practices into their learning programs.

TAFE NSW - South Western Sydney Institute provided professional development for 300 key personnel covering client engagement, educational leadership and management and carbon accounting.

Improving the quality of VET training

State Training Services won a Commonwealth-funded Australian Apprenticeship Support (AAS) Services contract for 2012 to 2014. The state now has a one-stop-shop for employers and learners, linking to Commonwealth and state services.

During the year, we undertook the largest survey of NSW apprentices and employers ever undertaken in NSW. It provided a wealth of information to support ongoing apprenticeship reforms. The report on the survey *A Fair Deal: Apprentices and their employers in NSW* will help us increase apprenticeship and traineeship completions. State Training Services also developed a new learner and employer communication portal, strategies to increase industry participation in supervisor workshops and tools to help small to medium-sized employers select the best candidates.

For the first time, we required all 737 registered training organisations (RTOs) on the approved providers list to complete an internal review. The review confirmed that each RTO had the capability and capacity to deliver the necessary training services,

as well as promoting quality training and assessment services. This was supported by a series of professional development workshops. In 2012, 407 participants from 294 RTOs attended 19 workshops.

In 2012, all TAFE NSW institutes implemented professional development strategies for staff to meet national VET Quality Framework and Australian Skills Quality Authority (ASQA) compliance requirements. Examples of other efforts to improve the quality of VET training from TAFE NSW institutes included the following:

- TAFE NSW - Sydney Institute conducted training for more than 200 head teachers and managers in new compliance requirements and to support quality improvement.
- TAFE NSW - Hunter Institute implemented a head teacher roadshow, a quality teaching and validation and mentor strategy and one-shop web-shop, *My Workforce Development*, to support the professional development of teachers and meet *VET Quality Framework* obligations.
- TAFE NSW - Illawarra Institute implemented the *ASQA Readiness Project* to improve staff capability in consultation, assessment validation and quality teaching and learning strategies.
- TAFE NSW - North Coast Institute established an ASQA risk reduction plan and compliance teams to undertake gap analysis and inform professional development activities for teaching staff.
- TAFE NSW - South Western Sydney Institute established the VET Quality Framework Peak Working Group to review RTO compliance issues, manage risks and implement strategies to ensure compliance with the components of the national quality framework.

Recognising excellence in teaching and training

In 2012, a number of TAFE NSW institutes, staff and students were recognised for excellence in industry, state and national awards. For example, at the Australian Training Awards:

- TAFE NSW - Sydney Institute won the International Training Provider of the Year

- TAFE NSW - North Coast Institute won the National Focus category in the Skills for Sustainability Award
- a TAFE NSW - New England Institute student was the runner-up in the individual category in the Australian School-based Apprentice of the Year Award.

Ten teachers from TAFE NSW institutes were recognised at the Minister for Education's inaugural Quality Teaching Awards.

TAFE NSW also exhibited outstanding projects at the 2012 TAFE NSW Innovation and Excellence Showcase. More than 1,000 visitors came to see a range of projects designed to improve skills development and employment outcomes. TAFE NSW - Western Institute won the overall award for TAFE Western Connect, a virtual college that takes our training to rural and remote communities.

New and better ways of doing business

Reforming vocational education and training

Smart and Skilled was announced by the Minister for Education in October 2012. These major reforms to the NSW vocational education and training system will introduce a student entitlement for qualifications up to certificate III and student loans for AQF diploma and advanced diploma qualifications in 2014.

We are developing a skills list in consultation with industry to define what courses will be subsidised. Students will be able to select courses from the skills list knowing that these courses have good job prospects.

Partnering with industry to meet local skills needs

In 2012, the *Productivity Places Program* supported the delivery of full qualifications for 1,920 jobseekers and 10,810 existing workers at a cost of \$40.4 million. The program funded job seekers to boost their qualifications from AQF certificate II and III to the higher AQF certificate IV and diploma levels. We also helped existing workers upgrade from AQF certificate III to advanced diploma level. In 2012, TAFE NSW delivered training to over 7,000 job seekers and existing workers as part of the *Productivity Places Program*.

State Training Services worked closely with NSW Industry Training Advisory Bodies (ITABs) to develop industry profiles and identify priorities for funding under the *Strategic Skills Program*. Through the program, 13,500 people undertook training to address existing and emerging skill needs. We also worked to encourage training organisations to customise their programs to better meet the needs of individuals and employers. Our *Partnering for Jobs Program* provided funding for over 310 jobseekers to undertake training to meet the needs of local employers and help participants secure employment.

State Training Services regional offices continued to work with local businesses on mentoring and support services for apprentices and trainees and broker training solutions to address skill shortages. Companies we assisted this year included Fujitsu,

Leighton Construction, Agrifoods, Amcor Paper Mill, Freedom Foods, Valma Support Services and Warburn Estate Winery.

Under the 2011/12 *Group Training Organisation Pre-Apprenticeship Training Program*, the NSW Government partnered with registered trainers to deliver pre-apprenticeship training in priority trades. The program had 1,069 commencements and more than a quarter of these participants went on to secure an apprenticeship.

The *Apprenticeship and Traineeship Training Program* provided over \$72 million to train over 91,000 apprentices and trainees in 2012. The building, construction and automotive industries engaged the greatest number of apprentices, while the majority of trainees went to the finance, insurance, business services, community services and health industries.

TAFE NSW institutes continued to consult with state and local stakeholders via Industry skills councils, industry training advisory boards, the NSW Department of Trade and Investment, Regional Infrastructure and Services, industry associations, local businesses and communities. Independent research provided us with a strong evidence base to assess demands in industry areas and specific occupations. Through analysis and consultation, TAFE NSW institutes continued to anticipate industry demand and prevent skills shortages before they occur.

In 2012, TAFE NSW - North Coast Institute collaborated with government and construction industry representatives to give 40 Kempsey Bypass Alliance employees the opportunity to gain an AQF certificate III qualification from the Resources and Infrastructure Industry Training Package.

TAFE NSW - Hunter Institute collaborated with Macquarie Generation, owner and operator of Liddell and Bayswater power stations in the upper Hunter region, to secure national workforce development funding. The institute identified the workforce development needs of the business, facilitated links with industry advisory bodies and delivered customised training to meet these requirements. The institute also delivered a program for apprentices to attend the Muswellbrook Mining Skills Centre for eight months of their apprenticeship, providing them with experience in plant mechanics and workplace safety before commencing at the local mine. In 2012, the centre received the NSW Minerals Council's Environment and Community Excellence Award.

TAFE NSW - South Western Sydney Institute delivered courses in partnership with the Master Builders Association for trainees in the civil infrastructure industry.

Using digital media and technology to deliver flexible, personalised learning options

TAFE NSW customises and personalises services in vocational and tertiary education and training to give learners a wider variety of courses, alternative delivery methods and access to cutting-edge technologies.

In 2012, TAFE NSW - Sydney Institute completed construction of the AutoCel, a purpose-built transport technology centre. AutoCel contains state-of-the-art online simulation training equipment, allowing students to study on-site or remotely. The facility will significantly enhance our ability to respond to rapidly shifting transport industry needs and deliver innovative training in light automotive, spare parts, marine, motorcycle and outdoor power equipment.

TAFE NSW - Western Sydney Institute hosted the Adobe Connect Pro web conferencing platform, which enabled students and teachers to access the latest in web conferencing technology. Over 6,000 users hosted conferences in more than 1,300 meeting rooms. The institute also implemented the *Mix+Match Strategy* to increase the range of learning options available to students and industry. The institute and the Open Training Education Network (OTEN) used social media to engage with and deliver training to students.

TAFE NSW - South Western Sydney Institute implemented 37 courses enhanced by Moodle, video-conferencing and social media. These covered a range of courses including online courses in fitness and shopfitting.

Reforming apprenticeships and traineeships

In 2012, State Training Services worked with 45 industry sectors to shorten apprenticeships and traineeships by ensuring competency-based progression, advanced entry provisions and reduced nominal terms were in place. As a result, 37 per cent

of apprentices and trainees completed their training at least six months early.

Competency-based progression arrangements are now available in the meat processing, furnishing, seafood, automotive repair, automotive manufacture, printing and graphic arts industries. The nominal terms of apprenticeships in beauty therapy, hairdressing, commercial cookery, civil construction, carpentry, joinery, stonemasonry and marine engineering have been reduced from four to three years.

A number of recommendations from the Board of Vocational Education and Training report *A Fair Deal: Apprentices and their employers in NSW* were implemented through the *State Training Services Completions Project*. One of the key recommendations was for registered training organisations to be able to advise of apprenticeship or traineeship completions as soon as competency has been achieved.

Collaborating with the Commonwealth, states and territories to harmonise and streamline services

The NSW Government signed the *National Partnership Agreement on Skills Reform* in April 2012. This will improve choice for students and support initiatives to increase access to industry relevant qualifications. It will help us work towards a more interconnected training sector that cuts across school, vocational, higher education and employment services and better service the needs of industry.

State Training Services signed a memorandum of understanding with the national VET regulator, the Australian Skills Quality Authority (ASQA) and contributed to an information sharing model for the VET sector under the national partnership. This will enable us to better share information with other jurisdictions improving efficiency, reducing duplication of effort and helping training providers better respond to emerging skills needs.

As the leading provider of vocational education and training in Australia, TAFE NSW works with Commonwealth and state government agencies, industry and community peak bodies to improve the skills and qualification levels of the NSW workforce and grow the NSW economy. In 2012, TAFE NSW:

- provided strategic advice to the NSW *Smart and Skilled* initiative on pricing, accounting for geographical remoteness and disadvantage
- made submissions to the Australian Workforce Productivity Agency's *Future Focus: Australia's Skills and Workforce Development Needs*, recommending a more seamless tertiary education and training sector
- provided strategic advice on the *Australian Quality Training Framework* to restore public confidence in VET and improve the quality of training
- provided input to the Commonwealth Government's extension of the VET *FEE-HELP Scheme* to subsidise students studying diploma level and above qualifications.

Building an effective and coordinated tertiary education system

We have set ourselves a number of ambitious targets for levels of participation and attainment in VET and higher education. One of the key steps to achieving these targets was the NSW Government's *Review of Tertiary Pathways*, chaired by the Parliamentary Secretary for Tertiary Education and Skills. The review committee consulted with tertiary education experts, public and private educational institutions and representatives from business, industry and the community.

The committee's report was released in August 2012 and made a number of recommendations to improve tertiary education opportunities for NSW students, especially those from rural communities and disadvantaged backgrounds. It identified the importance of creating a more connected, efficient and effective tertiary sector that is accessible to all students. The report set out seven areas for reform:

- enhanced transparency and better evidence-based decisions
- higher aspirations and expectations

- improved educational attainment and preparation for tertiary study
- equitable financial support
- expanded opportunities for rural and regional students
- better communication and information for students and parents
- incentives for innovation.

We continue to work through the implementation of the review's recommendations.

In 2012, there were over 63,130 students enrolled in vocational education courses in NSW schools. More than half of these students obtained a statement of attainment and 10,120 students obtained a recognised qualification, which allowed them to gain industry-related skills and build pathways to vocational education and training. We have established partnerships with specialist industries allowing school students in rural and remote locations to interact with industry experts on projects integrated into their school studies. Students connected via video-conference to mentors in Rio Tinto, V8 Supercars Australia and the Sydney Olympic Park Authority.

The development and delivery of integrated VET and higher education courses is an important way to increase levels of tertiary attainment across NSW. We are moving towards integrated qualifications that are jointly developed and delivered by VET, higher education and industry partners. This allows students to build applied skills, academic literacy, conceptual understanding and critical analysis skills as they progress towards a practical qualification.

TAFE NSW continues to develop higher education qualifications in areas of skills demand. Universities and industry groups contribute through our course advisory committees, the TAFE NSW Governing Council and the TAFE Academic Board. TAFE NSW negotiations with 21 universities and other training organisations have resulted in 1,146 agreements to create student pathways to higher education. In 2012, we offered degrees in:

- Bachelor of Design (Interior Design)
- Bachelor of Early Childhood Education and Care (Birth-5)
- Bachelor of Applied Finance (Financial Planning)

-
- Bachelor of Information Technology (Network Security)
 - Bachelor of 3D Art and Animation
 - Associate Degree of Accounting.

TAFE NSW higher education courses include an internship and offer advanced standing to students who have completed related VET training programs. Fifteen TAFE NSW campuses are now accredited for higher education delivery, including six regional campuses. In 2012, TAFE NSW institutes had 393 enrolments, including 19 international participants in higher education programs and graduated its first students in the Bachelor of Design (Interior Design). TAFE NSW also negotiated 124 credit transfer agreements with universities for AQF diploma and advanced diploma qualifications in a diversity of fields including community services, nursing, laboratory technology, beauty therapy, design, retail and hospitality.

In 2012, TAFE NSW - New England Institute partnered with the University of New England to share delivery of the Bachelor of Health Practice and Bachelor of Community Services. The program was funded by the Structural Adjustment Fund and provided multiple entry and exit options for prospective students in the community and health sectors.

TAFE NSW - North Coast Institute negotiated with Southern Cross University for associate degrees in business and health to be offered through their newly established Southern Cross University College, providing additional pathways for rural students into university.

TAFE NSW - Riverina Institute provided a tertiary preparation certificate program in partnership with Charles Sturt University. This helped Year 12 graduates with insufficient Australian Tertiary Admission Rank (ATAR) scores gain entry into their degree of choice.

Three TAFE NSW institutes (Sydney, Western Sydney and South Western Sydney) negotiated a joint partnership with the University of Ballarat to offer a Bachelor of Applied Management. Students completing an advanced diploma receive up to two years credit towards the degree program.

TAFE NSW - Western Institute partnered with Charles Sturt University to develop an online early childhood associate degree program that helped students transition to university.

Performance report: In our communities

Our outcome

We will build on the state's tremendous community spirit by promoting strong social partnerships

Our performance targets

- Increase the proportion of the NSW population involved in volunteering
- Increase the proportion of the NSW population involved in local community organisations
- Increase the proportion of the population who have weekly social contact with family or friends
- Increase the proportion of the population who feel they have someone to turn to in times of crisis
- Ten per cent increase in participation in sport and recreational activities by 2016
- Increase the number of opportunities for cultural participation
- Increase the number of partnerships between Aboriginal communities and the NSW Government
- Increase access for people to learn Aboriginal languages
- Close the life expectancy gap within a generation

Our priorities

High expectations, closing the gaps

- Increasing opportunities for Aboriginal people to participate in sporting and cultural activities and events
- Increasing access to Aboriginal languages
- Enhancing sporting and recreation opportunities for people with a disability

Stronger communities and leadership

- Making volunteering easier and more rewarding
- Promoting leadership in sport
- Strengthening youth leadership
- Leading community remembrance and honouring the sacrifices of the past

Better ways of doing business

- Charting a new direction in Aboriginal affairs
- Improving our sporting facilities

Our performance targets

Increase the proportion of the NSW population involved in volunteering

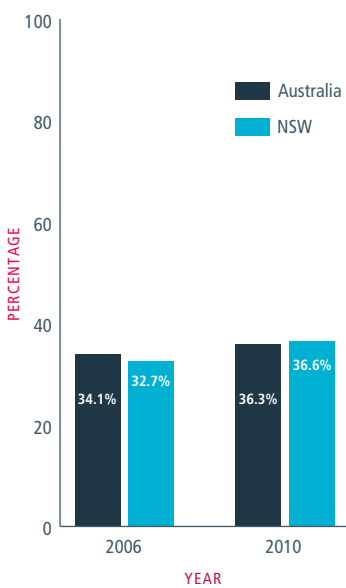


Figure 18: Percentage of people aged 18 and over who undertook voluntary work for an organisation in the last 12 months¹

Research shows that people who volunteer have better wellbeing, health and live longer than people who do not. Volunteering also supports and extends government-funded services and delivers care and support to the needy in local communities. Our target is to exceed the national average by 2016. Between 2006 and 2010, the estimated proportion of adults involved in formal volunteering in NSW rose by around 12 per cent to 36.6 per cent, exceeding the national average of 36.3 per cent.

¹ Sources: Australian Bureau of Statistics, *General Social Survey*, 2006 (cat. no. 4159155001); *General Social Survey: Summary Results*, 2006 (cat. no. 159.0.2006); *Voluntary Work, Australia 2010*, (cat. no. 41590DO007_201). Notes: Surveys are based on a sample of the population rather than the whole population. Caution should be exercised when interpreting the findings. Survey results are available every four years.

Increase the proportion of the NSW population involved in local community organisations

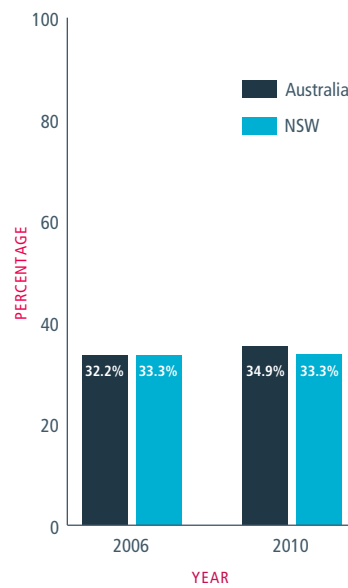


Figure 19: Percentage of people aged 18 and over who were involved with a community support organisation in the last 12 months²

Our target is to exceed the national average by 2016. Between 2006 and 2010, the estimated proportion of adults involved in a community support organisation in NSW remained stable at around 33.3 per cent of the population. Over the same period, there was a small increase in the national average to 34.9 per cent.

² Sources: Australian Bureau of Statistics *General Social Survey*, 2006 (cat no.: 4159155001); *General Social Survey*, 2006 (cat no. 4159.0.2006); *General Social Survey (2010)*, expanded CURF, RADL; *General Social Survey* (cat. no. 41590DO006_2010). Notes: Surveys are based on a sample of the population rather than the whole population. Caution should be exercised when interpreting the findings. Survey results are available every four years.

Increase the proportion of the population who have weekly social contact with family or friends

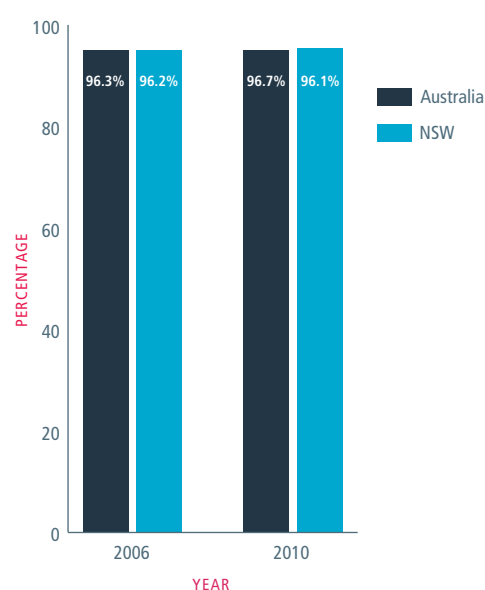


Figure 20: Percentage of people aged 18 and over who had contact with family and friends living outside the household in the last week¹

Close personal networks of families and friends provide a source of practical help, material and emotional support. Our target is to exceed the national average by 2016. While the proportion of adults with regular contact with family and friends remains high (at around 96.1 per cent of the population), between 2006 and 2010 there was no significant change. This is roughly consistent with the national average.

¹ Sources: Australian Bureau of Statistics, *Australian Social Trends: Data Cube, Family and Community*, 1998-2011 (cat. no. 4102.0); *General Social Survey (2010)*, expanded CURF, RADL. Notes: Surveys are based on a sample of the population rather than the whole population. Caution should be exercised when interpreting the findings. Survey results are available every four years.

Increase the proportion of the population who feel they have someone to turn to in times of crisis

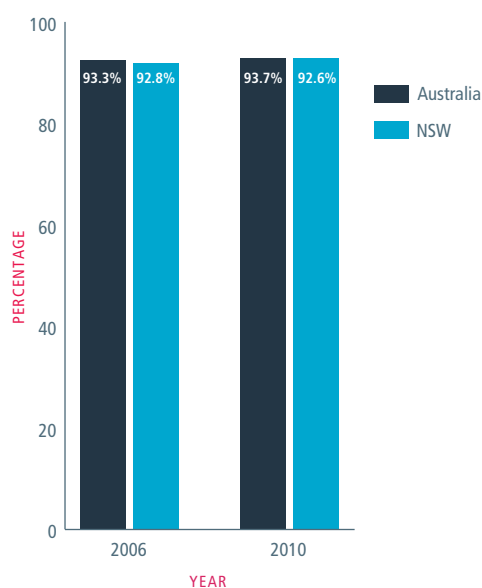


Figure 21: Percentage of people aged 18 and over who were able to get support in a time of crisis²

Levels of social attachment can also be measured by the ability of people to get support in an emergency. Our target is to exceed the national average by 2016. In 2010, an estimated 92.6 per cent of adults reported that in a time of crisis, they could get support from outside their household. This proportion has been stable over the period from 2006 to 2010 and consistent with the national average.

² Sources: Australian Bureau of Statistics, *General Social Survey, NSW, 2006* (cat. no. 4159155001); *General Social Survey: Summary Results, Australia, 2006* (cat. no. 4159.0.2006); *General Social Survey, Australia, 2010* (cat. no. 41590DO006_2010); *General Social Survey 2010*, expanded CURF, RADL. Notes: Surveys are based on a sample of the population rather than the whole population. Caution should be exercised when interpreting the findings. Survey results are available every four years.

Ten per cent increase in participation in sport and recreational activities by 2016

Sport is important to the Australian sense of identity and is a major vehicle for people to connect with their local communities and institutions. Over 3.8 million people in NSW participated regularly in sport or physical activity in 2011/12. The participation rate for people aged 15 and over increased to 65.1 per cent in 2011/12, compared to 62.8 per cent in 2009/10. This puts us on par with the national average (65.0 per cent) and on track to achieve this ambitious target.

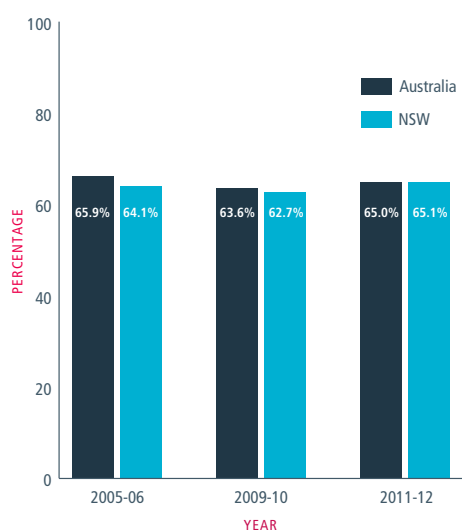


Figure 22: Percentage of people aged 15 years and over who regularly participate in physical activity¹

¹ Source: Australian Bureau of Statistics *Participation in Sport and Physical Recreation, Australia, 2011-12*, (cat no. 4177.0). Notes: Regular participation refers to playing activity at least three times per week on average and excludes non-playing activity such as coaching, refereeing and activity that is related to work or household chores. Surveys are based on a sample of the population rather than the whole population. Caution should be exercised when interpreting the findings. Participation in sport and recreational activities has previously been measured through the *Exercise, Recreation and Sport Survey (ERASS)*. The ERASS ceased in 2010 and has been replaced with a biennial ABS Multi-Purpose Household Survey collection.

Increase the number of opportunities for cultural participation

We supported a range of multicultural and local community events aimed at building connections across the state's diverse communities, particularly through our grants programs. These events helped stimulate local businesses and provided economic development opportunities for communities. Further information about multicultural, Aboriginal and other locally-planned events is detailed in the following sections.

Increase the number of partnerships between Aboriginal communities and the NSW Government

The *Partnership Community Program* has increased the governance capacity of communities and strengthened local decision-making by linking to existing Aboriginal community governance and representative arrangements. By June 2012, 23 of the state's 40 partnership communities had a recognised community engagement group established.

In 2012, the NSW Government commenced a review of its approach to recognised community governance and local decision-making. The NSW Ministerial Taskforce on Aboriginal Affairs worked in partnership with Aboriginal communities, the Coalition of Aboriginal Peak Organisations and other peak bodies to make recommendations on improved governance and local decision-making models for incorporation in the NSW Government's new Aboriginal affairs strategy.

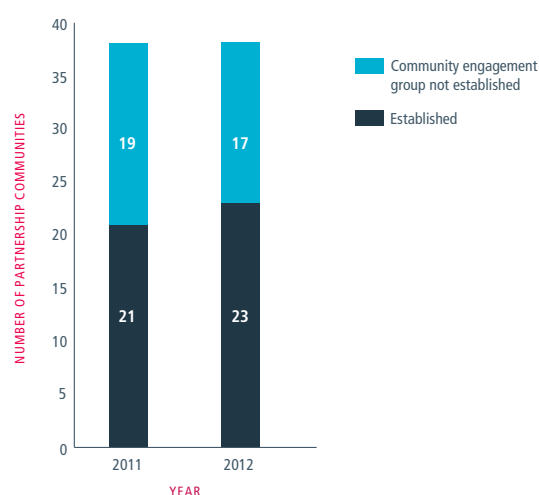


Figure 23: Partnership Communities with a recognised Community Engagement Group¹

¹ Sources: NSW Aboriginal Land Council; Aboriginal Affairs. Note: There are 40 partnerships in NSW recognised under the *Partnership Community Program*.

Increase access for people to learn Aboriginal languages

All Aboriginal languages in NSW are classified as critically endangered. Although the loss of language does not disqualify Aboriginal people from culture, identity or spiritual connections, restoration of language does enable a profound revitalisation of these relationships. In 2012, there were 1,244 Aboriginal students in NSW public schools taking part in classes under the *Aboriginal Languages in Schools Program*. Between 2011 and 2012, TAFE NSW enrolments in Aboriginal language qualifications increased by 55.4 per cent from 175 to 272.

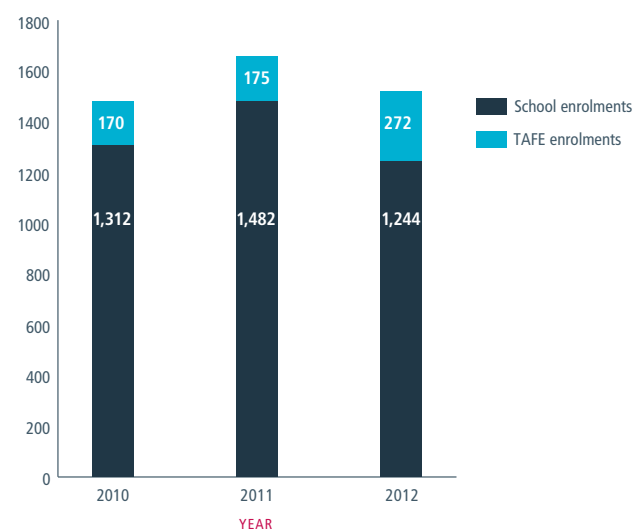


Figure 24: Aboriginal students participating in an Aboriginal language program in a public school or in a TAFE NSW qualification²

² Sources: Aboriginal education and training directorate, *Aboriginal Languages in Schools Program* administrative records; Department of Education and Communities, School enrolments data; TAFE NSW student enrolment collection. Notes: The data provided on students attending public schools refers to the number of Aboriginal students identified in evaluation reports by schools that received funding under the Aboriginal Language Program in that year. This information is provided at the end of each school year. TAFE NSW enrolments refer to students enrolled in TAFE NSW developed and accredited Aboriginal language courses including AQF Certificate I in Aboriginal Language/s, Certificate II in Aboriginal Language/s and Certificate III in Aboriginal Language/s. These courses are designed for Aboriginal people with entry for non-Aboriginal people subject to the approval of the local Aboriginal community.

Close the life expectancy gap within a generation

Estimates of life expectancy are a measure of population health and disadvantage. For the 2005 to 2007 period, life expectancy at birth was estimated to be 69.9 years for Aboriginal men and 75.0 years for women. Compared with other Australian states and territories, NSW has the highest life expectancy at birth. However, it remains unacceptable that the difference in life expectancy between Aboriginal and non-Aboriginal people is 8.8 years for men and 7.5 years for women.

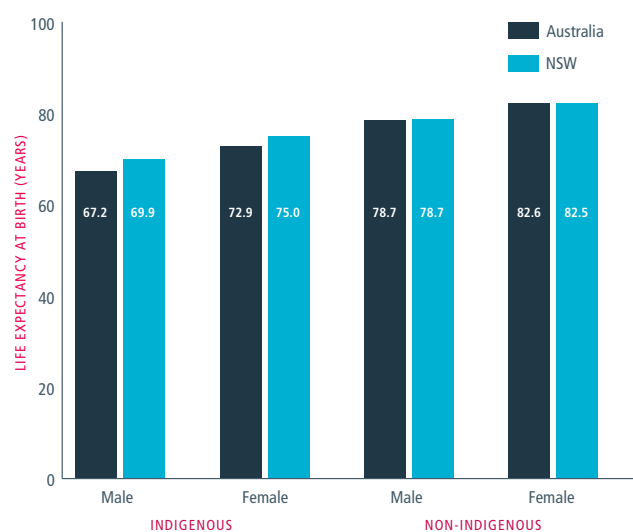


Figure 25: Life expectancy at birth by Indigenous status and sex¹

¹ Source: Australian Bureau of Statistics, *Experimental Life Tables for Aboriginal and Torres Strait Islander Australians, 2005–2007* (cat. no. 3302.0.55.003). Notes: The ABS recommends that care is taken in interpreting the findings because of the inherent uncertainties in the data. Life expectancy refers to the average number of additional years a person of a given age and sex might expect to live, if they experienced the age/sex specific death rates for 2005–2007 continued throughout their life. The experimental life tables are calculated for a three-year period and reported every five years.

High expectations, closing the gaps

Increasing opportunities for Aboriginal people to participate in sporting and cultural activities and events

In 2012, Sport and Recreation delivered a range of activities and programs specifically for Aboriginal communities. Our day programs included 237 Aboriginal sports days, involving over 32,500 participants. As an example, we coordinated the Koori Netball Tournament in Newcastle in partnership with the Charlestown Netball Association, which involved 57 Aboriginal junior, mixed and women's teams.

We supported the Yabun festival, the largest one-day Aboriginal event in Australia. The festival attracted over 20,000 people in 2012, showcasing Aboriginal culture and talent, increasing community awareness and appreciation of Aboriginal culture and history and advancing reconciliation between Aboriginal and non-Aboriginal communities.

We also supported NAIDOC week activities in July, Taree's Saltwater Freshwater Festival on Australia Day and the Aboriginal Cultural Showcase, a program of Aboriginal music and culture during the Tamworth Country Music Festival.

Increasing access to Aboriginal languages

The NSW Government allocated \$500,000 to support Aboriginal languages through the Centre for Aboriginal Language Coordination and Development (CALCD), hosted by the NSW Aboriginal Education Consultative Group. An independent board was established to operate the centre and eight Aboriginal members were appointed to represent language groups across NSW. In 2012, the board consulted with communities to identify priorities and allocate around \$200,000 for language projects. The CALCD will report on outcomes in 2013.

In 2012, we provided funding to 30 schools to employ tutors to teach 11 Aboriginal languages to Aboriginal and non-Aboriginal students. We also continued to collaborate with the Koori Centre at the University of Sydney to sponsor eligible Aboriginal teachers in schools and TAFE NSW institutes to participate in the Master of Indigenous Languages Education program.

The *Connecting to Country* initiative is a quality teaching and leadership program that focuses on developing the willingness and ability of our school staff to establish relationships with Aboriginal students. It is facilitated by the local or regional Aboriginal Education Consultative Group and the Department's Aboriginal education and training directorate, in conjunction with regional Aboriginal education teams and members of the Aboriginal Studies Association. This five-day professional development program consists of a three-day cultural immersion program developed by the NSW Aboriginal Education Consultative Group where participants learn about the cultural, linguistic and family backgrounds of their students. This is followed by a two-day workshop where participants translate what they learn into quality school leadership strategies and quality teaching processes. In total, 364 teachers and 94 principals have participated in *Connecting to Country* to date, including 276 teachers and 66 principals in 2012.

TAFE NSW continued to offer AQF certificate I to III qualifications according to local Aboriginal language requirements. These courses are developed and delivered in collaboration with local Aboriginal community groups and Aboriginal language speakers. Examples include the following:

- TAFE NSW - Hunter Institute delivered the *Aboriginal Languages Resource Development Program* in the upper Hunter region. This program provided the community with the opportunity to revitalise the local Wonnarua language by developing audio and video material.
- TAFE NSW - Illawarra Institute delivered the AQF Certificate I in Aboriginal languages (Dhurga) in partnership with communities at Moruya and Nowra. Two students have since pursued higher education and two staff have enrolled in a Master of Indigenous Languages.
- TAFE NSW - North Coast Institute launched an *Aboriginal Languages Strategy 2012-14*, the Gathang language web portal on the international FirstVoices website and the Yaygirr Aboriginal language dictionary to help keep these languages alive.
- TAFE NSW - New England Institute developed an introductory course and Certificate I in Aboriginal Languages to increase access to the Gamilaraay language.

Enhancing sporting and recreation opportunities for people with a disability

In 2012, Sport and Recreation delivered a range of activities and programs for people with disability. Our day programs included 67 programs for around 2,180 participants.

We helped fund community organisations to run sporting and recreation activities. In 2012, we provided \$230,000 to 18 state sports organisations and \$104,400 for 16 local projects to help people with disability participate in sport. This year, we also signed a memorandum of understanding with the NSW Department of Family and Community Services to provide \$1.08 million over three years for respite camps and \$250,000 over two years to increase participation of people with disability in mainstream sport and recreation and improve access to facilities across NSW.

In October 2012, we partnered with the Royal Rehabilitation Centre to hold the second Return 2 Sport Expo at Sydney Olympic Park. The two-day event, which involved 50 state sporting organisations, 200 school students and 500 people with disability, helped raise awareness and improve opportunities for people to engage in healthy sport and recreational activities. Against the backdrop of the London 2012 Paralympic Games, the expo showcased exhibitions and demonstrations of soccer, table tennis, golf, sailing and other sports and activities.

Camp Willing and Able at Lake Ainsworth Sport and Recreation Centre is a residential program for people with physical or intellectual disability. In 2012, 67 participants, including 38 children, took part in four overnight camps throughout the year.

Our Sports Ability courses helped sporting organisations understand how to include people with disability in a structured, safe and fun sporting environment and provided opportunities for people with and without disabilities to participate together.

Stronger communities and leadership

Making volunteering easier and more rewarding

In May 2012, the Minister for Citizenship and Communities launched the first *NSW Volunteering Strategy*. The strategy focuses on:

- making it easier to volunteer
- broadening the volunteer base
- volunteering as a pathway to employment
- improving recognition and support for workplace volunteering
- valuing volunteers and celebrating their contributions.

We launched a new website in May 2012 and had attracted around 25,000 visitors by the end of the year. The site provides a single point of access and resources for volunteers, organisations and business. To support the new strategy, we also:

- consulted the community on recognising the rights of volunteers, with more than 3,000 people providing feedback
- reduced the price of police checks for volunteers in aged care
- provided training for 50 volunteer managers
- convened our first corporate volunteering forum with 40 participants from leading companies and major non-government organisations
- developed a resource to help small and medium-sized organisations manage their risks
- created new pathways to Community Justice Centres for resolving disputes involving volunteers.

We started a trial of timebanking in the Central Coast, Newcastle, Lake Macquarie and Hunter regions. Timebanking provides a way for members to exchange services online. It allows members to earn credits when donating their time and then spend these credits to receive services from another volunteer. A total of \$300,000 in funding was provided, aiming to increase the number of volunteers in the region. We have begun an evaluation of the trial in partnership with the University of Newcastle and the University of Wollongong.

We also began a trial of volunteering as a pathway to employment in food production under the Bathurst Grows project. Under the project, 25 volunteers developed their skills in food production and service industries and successfully secured employment. In 2013, we are hoping to expand this project to other regions.

We have also secured access for 100 volunteers to train in the AQF Certificate IV in Volunteer Program Coordination in 2013, helping participants find employment as volunteer managers.

We provided \$30,000 to support the 2012 Volunteer of the Year Awards and the regional program in 19 locations across NSW. More than 350 nominations were received in seven categories including Volunteer of the Year, Corporate Volunteer of the Year and Not-for-Profit Volunteer Manager.

Promoting leadership in sport

In 2012, we sponsored a number of events and courses aimed at improving leadership, networking and development opportunities to people involved in the sport and recreation industry.

Over 70 directors from state sporting organisations attended courses delivered by the Australian Institute of Company Directors. Courses were tailored to the needs of the industry and included a three-day program for 26 state-level board directors from large sporting organisations, a three-day program for 23 aspiring female directors and a one-day program for not-for-profit directors from small and medium-sized sports organisations.

We supported women in leadership positions by inviting over 80 industry CEOs and board members to attend the Sport Leaders Breakfast: Value of Women on Boards. Ita Buttrose AO, OBE delivered the keynote address encouraging leaders to identify aspiring female directors and opportunities for them to move into leadership positions.

Around 600 coaches and officials received training through our coaching and officiating program. Our program includes face-to-face and distance training options, with courses covering basic coaching principles for beginners, intermediate practical coaching skills, through to advanced training of officials. We held a number of breakfast sessions for coaching and officiating

directors as an opportunity to discuss current and emerging issues and share examples of good practice.

We held over 240 sport development courses in metropolitan and regional areas to assist sport volunteers deliver services to the community and learn important skills in sports administration, marketing, sponsorship, fundraising, volunteer management, child protection member protection and sports safety. The courses were attended by over 2,300 administrators.

Our sport rage prevention kit and *Coloured Vest Program* continued to be popular with sports administrators in 2012, with 16 different sporting organisations ordering 530 kits and 113 coloured vest kits to help protect beginner officials from abuse.

We also worked with sporting groups on the *Tackling Violence* initiative to address issues of domestic violence. In partnership with NSW rugby league clubs and players, we produced a series of local community service announcements broadcast on regional television during rugby league programming. We also helped to make them available on the websites of participating clubs. During the 2012 season, over 1,000 players participated in the program.

Strengthening youth leadership

We deliver a number of programs and grant schemes aimed at increasing opportunities for young people to participate in public decision-making.

Youth Opportunities was launched by the Minister for Citizenship and Communities in 2012. This \$3.1 million initiative is aimed at removing barriers to young people's participation in the community. Over 250 applications were received between June and August 2012. Grants of up to \$50,000 per year were provided to 33 new youth-led and youth-managed local community projects across NSW.

We also supported *Youth Week 2012: Imagine, create, inspire* in April 2012. Youth Week involved over 3,000 young people in planning, organising and running events and activities and celebrating youth achievements. We provided around \$245,000 in grants to local councils to support the events. During the week, more than 850 local activities took place with an estimated 82,000 people participating.

We also supported the Youth Advisory Council which met five times in 2012. During Youth Week, the council hosted a forum with WorkCover. Almost 100 young people were involved in a discussion on the high incidence of workplace injury among young workers and strategies to address the issue. In August, the Council consulted with more than 120 young people in Dubbo, Wellington, Narromine, Peak Hill, Gilgandra and Dunedoo about how they see themselves and how they contribute and connect with their communities.

Leading community remembrance and honouring the sacrifices of the past

In April 2012, the Minister for Citizenship and Communities announced that General Peter Cosgrove AC, MC (Ret'd) will lead the preparations for the state's commemorations of the centenary of the First World War in 2014-2018. The Centenary of Anzac Advisory Council will steer a broad program of state and local initiatives to pay respects to Australian service men and women. In June, 25 community leaders, including Victoria Cross recipient Corporal Mark Donaldson and *Gallipoli* actor Mark Lee, were appointed as ambassadors to serve on the advisory council.

NSW Veterans' Affairs has worked in partnership with ex-service organisations to ensure that remembrance and commemorative events were sustained, the state's war memorials were maintained and the sacrifices of service men and women are understood by future generations through school and youth initiatives. Examples included:

- the *Anzac Community Grants Program*, which started in November 2011 to increase the participation of young people and multicultural communities in the Anzac centenary
- twenty memorial scholarships for school students to represent NSW in visits to Korea, Singapore, Vietnam and sites on the Western Front
- the dedication of an addition to the memorial in Cowra, undertaken by the local branch of the Returned and Services League (RSL) with a \$3,500 Community War Memorials Grant
- a display of one of the midget submarines involved in the 1942 attack on Sydney Harbour at Sydney's Anzac Memorial in May 2012.

New and better ways of doing business

Charting a new direction in Aboriginal affairs

In August 2011, the Premier and the Minister for Aboriginal Affairs announced the establishment of the Ministerial Taskforce on Aboriginal Affairs to respond to the Auditor-General's performance audit of *Two Ways Together: NSW Aboriginal Affairs Plan 2003-2012*.

The taskforce was asked to recommend concrete reforms to improve education and employment outcomes for Aboriginal people and to improve service delivery and accountability. In November 2012, the taskforce made 10 recommendations to the NSW Government, aimed at strengthening:

- the role of Aboriginal people in local decision-making
- support for Aboriginal culture and language
- Aboriginal economic participation, encompassing education and employment outcomes
- mutual accountability for delivering services and achieving outcomes.

Aboriginal Affairs supported the taskforce in its deliberations and assisted with the consultation process, which involved over 2,700 people attending community consultation forums, over 400 people completing surveys and 207 written submissions by individuals and organisations. Aboriginal Affairs worked with the taskforce to report on the consultation findings and emerging themes. Aboriginal Affairs also drafted a new strategy for the government's consideration and began planning for its implementation, evaluation and reporting.

Improving our sporting facilities

Sporting infrastructure, particularly the large stadiums that host national and international events, are an important contributor to the state's economy. They allow us to compete with other states and countries by attracting events to NSW and securing the social and economic benefits that flow from them.

The Minister for Sport and Recreation released the *NSW Stadia Strategy* in November 2012. This strategy was developed following extensive consultation with sporting groups and event promoters. It will guide our future investment in facilities for the

benefit of participants and spectators, cater for multipurpose usage and improve our competitive position when bidding for events.

We worked with a number of local communities to progress the government's commitment of \$47 million in grants towards community infrastructure. For example, \$2.2 million was allocated to APIA Leichhardt Tigers Football Club for Lambert Park upgrades and \$1.8 million was provided for the Plum Park upgrade on the Central Coast, with a further \$1.8 committed in 2012/13.

Financial Statements



INDEPENDENT AUDITOR'S REPORT

Department of Education and Communities (including TAFE Commission)

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Department of Education and Communities (including TAFE Commission) (the Department), which comprise the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Basis for Qualified Opinion

As disclosed in Note 1 (l) (iii) the Department adopts a fair value accounting policy when measuring buildings. The Department revalued buildings at 30 June 2012 using depreciated replacement cost to estimate the fair value of specialised assets within this class. Due to the way the Department applied this accounting policy I was unable to obtain sufficient appropriate audit evidence to support building values and related transactions in the financial statements, specifically all amounts relating to buildings in Note 11. Consequently, I am unable to form an opinion on the carrying value of buildings of \$18.6 billion, the net revaluation increment of \$4.9 billion, depreciation expense of \$380 million, the loss on disposal of \$26.1 million, or to determine the impact on the net result or total comprehensive income.

Qualified Opinion

In my opinion, except for the effect of the matters described in the Basis for Qualified Opinion paragraph, the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2012, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

Department Head's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

My qualified opinion does *not* provide assurance:

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

Independence

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

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

Peter Achterstraat
Auditor-General

27 September 2012
SYDNEY

Start of Audited Financial Statements
DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Financial Statements
For the year ended 30 June 2012

STATEMENT BY THE DIRECTOR-GENERAL OF THE DEPARTMENT OF EDUCATION AND COMMUNITIES
 (including TAFE Commission)

Pursuant to Section 45F of the Public Finance and Audit Act 1983, I state that, subject to the effect of the matter described in paragraph 3:

1. The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act, 1983*, the Financial Reporting Code for Budget Dependent Entities, the applicable clauses of the *Public Finance and Audit Regulation 2010* and the Treasurer's Directions.
2. The statements exhibit a true and fair view of the financial position and financial performance of the Department and its controlled entities.
3. As at the date of signing this statement, the valuation of building assets, associated depreciation expense and gain/(loss) on disposal recorded in the financial statements are subject to ongoing assessment and review.
4. There are no circumstances, which would render any particulars included in the financial statements to be misleading or inaccurate.

Michele Burridge

DIRECTOR-GENERAL OF EDUCATION AND COMMUNITIES
MANAGING DIRECTOR OF TAFE NSW

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Financial Statements
For the year ended 30 June 2012

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Statement of comprehensive income for the year ended 30 June 2012

	Notes	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	9,316,174	9,172,206	8,635,727
Other operating expenses	2(b)	2,001,655	2,161,636	1,970,172
Depreciation and amortisation	2(c)	500,381	558,989	467,020
Grants and subsidies	2(d)	1,725,852	1,851,012	1,309,507
Finance costs	2(e)	19,147	20,196	17,116
TOTAL EXPENSES EXCLUDING LOSSES		13,563,209	13,764,039	12,399,542
Revenue				
Recurrent appropriation	3(a)	11,361,398	11,679,254	10,504,226
Capital appropriation	3(a)	671,247	694,184	1,803,112
Sale of goods and services	3(b)	480,516	518,932	488,176
Investment revenue	3(c)	53,800	47,184	44,435
Grants and contributions	3(d)	99,916	402,292	111,824
Acceptance by the Crown Entity of employee benefits and other liabilities	3(e)	752,150	586,185	531,435
Other revenue	3(f)	332,239	3,889	328,386
Personnel services revenue	3(g)	26,057	--	7,540
Total Revenue		13,777,323	13,931,920	13,819,134
Gain / (loss) on disposal	4	(26,054)	--	(1,400)
Other gains / (losses)	5	(85)	(29)	(3,950)
		(26,139)	(29)	(5,350)
Net result	23	187,975	167,852	1,414,242
Other comprehensive income				
Net increase / (decrease) in property, plant and equipment revaluation surplus		6,012,519	--	--
Superannuation actuarial gains / (losses)		(29,499)	--	1,855
Total other comprehensive income		5,983,020	--	1,855
TOTAL COMPREHENSIVE INCOME		6,170,995	167,852	1,416,097

The accompanying notes form part of these financial statements.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Statement of financial position as at 30 June 2012

	Notes	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	8	984,180	824,804	810,804
Receivables	9	132,057	134,747	126,549
Other financial assets	10	--	474	--
		1,116,237	960,025	937,353
Non-current assets held for sale	13	805	863	778
Total Current Assets		1,117,042	960,888	938,131
Non-Current Assets				
Receivables	9	10,378	5,749	12,407
Other financial assets	10	446	1,859	446
Property, plant and equipment	11	7,908,061	6,433,029	6,751,853
- Land		18,593,994	14,128,292	13,660,568
- Buildings		322,264	261,202	337,646
- Plant and equipment		26,824,319	20,822,523	20,750,067
Intangible assets	12	348,758	378,283	295,747
Total Non-Current Assets		27,183,901	21,208,414	21,058,667
Total Assets		28,300,943	22,169,302	21,996,798
LIABILITIES				
Current Liabilities				
Payables	15	597,982	472,708	593,303
Borrowings	16	145,728	141,741	145,355
Provisions	17	464,961	341,436	352,908
Other	18	19,767	117,607	2,423
Total Current Liabilities		1,228,438	1,073,492	1,093,989
Non-Current Liabilities				
Borrowings	16	193,406	197,317	198,634
Provisions	17	14,660	13,514	10,240
Other	18	5,811	6,714	6,714
Total Non-Current Liabilities		213,877	217,545	215,588
Total Liabilities		1,442,315	1,291,037	1,309,577
Net Assets		26,858,628	20,878,265	20,687,221

The accompanying notes form part of these financial statements.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Statement of financial position as at 30 June 2012 (continued)

	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
EQUITY			
Reserves	10,125,314	4,088,357	4,088,467
Accumulated funds	16,713,499	16,789,908	16,592,587
Amounts recognised in equity relating to assets held for sale	13 19,815	--	6,167
Total Equity	26,858,628	20,878,265	20,687,221

The accompanying notes form part of these financial statements.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Statement of changes in equity for the year ended 30 June 2012

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Other Reserves (Amount recognised in equity relating to assets held for sale) \$'000	Total \$'000
Balance at 1 July 2011		16,592,587	4,088,467	6,167	20,687,221
Net result for the year		187,975	--	--	187,975
Other comprehensive income:					
Net increase / (decrease) in property, plant and equipment asset revaluation surplus		--	6,012,519	--	6,012,519
Superannuation actuarial gains / (losses)		(29,499)	--	--	(29,499)
Total other comprehensive income		(29,499)	6,012,519	--	5,983,020
Total comprehensive income for the year		158,476	6,012,519	--	6,170,995
Transactions with owners in their capacity as owners:					
Increase / (decrease) in net assets from equity transfers	19	--	--	--	--
Other		412	--	--	412
Total transactions with owners in their capacity as owners		412	--	--	412
Transfers within equity:					
Asset revaluation reserve balance transferred to equity on disposal of assets		(37,976)	24,328	13,648	--
Balance at 30 June 2012		16,713,499	10,125,314	19,815	26,858,628
Balance at 1 July 2010		14,811,133	4,094,607	1,764	18,907,504
Net result for the year		1,414,242	--	--	1,414,242
Other comprehensive income:					
Superannuation actuarial gains / (losses)		1,855	--	--	1,855
Total other comprehensive income		1,855	--	--	1,855
Total comprehensive income for the year		1,416,097	--	--	1,416,097
Transactions with owners in their capacity as owners:					
Increase / (decrease) in net assets from equity transfers	19	366,949	--	--	366,949
Other		(3,004)	(325)	--	(3,329)
Total transactions with owners in their capacity as owners		363,945	(325)	--	363,620
Transfers within equity:					
Asset revaluation reserve balance transferred to equity on disposal of assets		1,412	(5,815)	4,403	--
Balance at 30 June 2011		16,592,587	4,088,467	6,167	20,687,221

The accompanying notes form part of these financial statements.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Statement of cash flows for the year ended 30 June 2012

	Actual 2012 \$'000	Budget 2012 \$'000	Actual 2011 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	(8,467,814)	(8,576,680)	(8,076,170)
Grants and subsidies	(1,737,209)	(1,850,412)	(1,317,630)
Finance costs	(19,147)	(20,196)	(17,116)
Other	(2,181,353)	(2,409,858)	(2,320,327)
Total Payments	(12,405,523)	(12,857,146)	(11,731,243)
Receipts			
Recurrent appropriation	11,378,749	11,679,254	10,469,761
Capital appropriation	671,247	694,184	1,803,112
Sale of goods and services	532,813	518,957	477,286
Interest received	51,306	47,282	39,953
Other	581,638	655,843	822,485
Total Receipts	13,215,753	13,595,520	13,612,597
NET CASH FLOWS FROM OPERATING ACTIVITIES	810,230	738,374	1,881,354
23			
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of land and buildings and plant and equipment	43,185	52,300	11,200
Proceeds from sale of investments	--	140	--
Purchases of land and buildings and plant and equipment	(675,184)	(752,242)	(1,918,275)
Other	--	--	--
NET CASH FLOWS FROM INVESTING ACTIVITIES	(631,999)	(699,802)	(1,907,075)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	373	--	56,492
Repayment of borrowings and advances	(5,228)	(4,931)	(4,855)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(4,855)	(4,931)	51,637
NET INCREASE / (DECREASE) IN CASH	173,376	33,641	25,916
Opening cash and cash equivalents	810,804	791,163	759,303
Cash transferred in as a result of administrative restructuring	--	--	25,585
CLOSING CASH AND CASH EQUIVALENTS	984,180	824,804	810,804
8			

The accompanying notes form part of these financial statements.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Supplementary Financial Statements

Service group statements for the year ended 30 June 2012

DEPARTMENT'S EXPENSES & INCOME	24.1*		24.2*		24.3*	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Expenses excluding losses						
Operating expenses	36,406	30,257	4,068,387	3,819,035	3,664,556	3,413,302
• Employee related	2,266	4,730	898,002	866,765	692,161	702,682
• Other operating expenses	417	719	231,946	197,677	178,360	176,326
Depreciation and amortisation	188,007	43,935	97,324	52,478	17,701	36,648
Grants and subsidies	--	--	15,838	9,072	3,309	8,044
Finance costs	--	--	--	--	--	--
TOTAL EXPENSES EXCLUDING LOSSES	227,096	79,641	5,311,497	4,945,027	4,556,087	4,337,002
Revenue**						
Recurrent appropriation	--	--	5,336,124	--	4,652,699	--
Capital appropriation	--	--	307,177	--	267,836	--
Sale of goods and services	4,434	865	35,693	43,667	57,945	58,484
Investment revenue	--	156	24,020	19,307	20,899	17,074
Grants and contributions	--	193	42,106	46,045	32,894	35,611
Acceptance by the Crown Entity of employee benefits and other liabilities	--	--	347,500	--	306,394	--
Other revenue	--	1,342	176,138	166,223	153,579	147,027
Personnel services revenue	--	--	--	--	--	--
Total revenue	4,434	2,556	6,268,758	275,242	5,492,246	258,196
Gain / (loss) on disposal	--	--	(39,213)	(1,636)	12,829	387
Other gains / (losses)	--	--	(221)	(637)	(192)	(524)
Net result	(222,662)	(77,085)	917,827	(4,672,058)	948,796	(4,078,943)
Other Comprehensive Income						
Increase / (decrease) in revaluation surplus	--	--	--	--	--	--
Superannuation actuarial gains / (losses)	--	--	--	--	--	--
Total Other Comprehensive Income	--	--	--	--	--	--
TOTAL COMPREHENSIVE INCOME	(222,662)	(77,085)	917,827	(4,672,058)	948,796	(4,078,943)

* The names and purposes of each service group are summarised in Note 7.

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

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Supplementary Financial Statements
Service group statements (continued)

DEPARTMENT'S EXPENSES & INCOME	24.4*		24.5*		24.6*	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Expenses excluding losses						
Operating expenses	187	510	1,416,333	1,288,346	27,005	57,823
• Employee related	593	580	344,077	339,343	26,207	41,238
• Other operating expenses			78,604	81,183	459	8,647
Depreciation and amortisation	896,229	864,941	314	--	233,892	244,886
Grants and subsidies	--	--	--	--	--	--
Finance costs	--	--	--	--	--	--
TOTAL EXPENSES EXCLUDING LOSSES	897,009	866,031	1,839,328	1,708,872	287,563	352,594
Revenue**						
Recurrent appropriation	--	--	1,203,055	--	--	--
Capital appropriation	--	--	85,072	--	--	--
Sale of goods and services	322	--	324,106	335,918	22,745	42,118
Investment revenue	--	--	6,283	6,466	485	1,040
Grants and contributions	--	--	9,223	8,050	5,308	18,634
Acceptance by the Crown Entity of employee benefits and other liabilities	--	--	--	--	--	--
Other revenue	--	--	94,868	--	--	--
Personnel services revenue	--	--	2,027	12,675	--	--
Total revenue	322	--	1,724,634	363,109	28,538	61,792
Gain / (loss) on disposal	--	--	323	326	1	--
Other gains / (losses)	--	--	399	(2,789)	(9)	--
Net result	(896,687)	(866,031)	(113,972)	(1,348,226)	(259,033)	(290,802)
Other Comprehensive Income						
Increase / (decrease) in revaluation surplus	--	--	--	--	--	--
Superannuation actuarial gains / (losses)	--	--	--	--	(29,499)	1,855
Total Other Comprehensive Income	--	--	--	--	(29,499)	1,855
TOTAL COMPREHENSIVE INCOME	(896,687)	(866,031)	(113,972)	(1,348,226)	(288,532)	(288,947)

* The names and purposes of each service group are summarised in Note 7.
** Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the "Not Attributable" column. Cluster grant funding is also not attributable to individual service groups.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Supplementary Financial Statements
Service group statements (continued)

DEPARTMENT'S ASSETS & LIABILITIES	24.1*		24.2*		24.3*	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Current Assets						
Cash and cash equivalents	--	--	321,172	276,146	267,276	218,064
Receivables	1,216	216	18,011	15,274	22,082	17,397
Non-current assets held for sale	--	--	--	--	--	--
Total current assets	1,216	216	339,183	291,420	289,358	235,461
Non-current Assets						
Receivables	140	46	1,124	2,346	1,825	3,142
Other financial assets	--	--	--	--	--	--
Property, plant and equipment	--	--	12,910,869	10,688,668	8,564,562	5,777,889
Intangibles	--	--	--	--	--	--
Total non-current assets	140	46	12,911,793	10,691,014	8,566,387	5,781,031
TOTAL ASSETS	1,356	262	13,250,976	10,982,434	8,855,745	6,016,492
Current liabilities						
Payables	1,814	1,521	161,443	194,501	141,787	175,410
Borrowings	--	--	2,721	2,526	2,507	2,329
Provisions	1,772	1,163	197,974	152,015	178,322	133,810
Other	--	--	--	--	--	--
Total current liabilities	3,586	2,684	362,138	349,042	322,616	311,549
Non-current liabilities						
Borrowings	--	--	100,648	103,369	92,758	95,265
Provisions	56	35	6,213	4,548	5,596	4,001
Other	213	55	1,712	2,781	2,779	3,725
Total non-current liabilities	269	90	108,573	110,698	101,133	102,991
TOTAL LIABILITIES	3,855	2,774	470,711	459,740	423,749	414,540
NET ASSETS	(2,499)	(2,512)	12,780,265	10,522,694	8,431,996	5,601,952

* The names and purposes of each service group are summarised in Note 7.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

 Supplementary Financial Statements
 Service group statements (continued)

DEPARTMENT'S ASSETS & LIABILITIES	24.4*		24.5*		24.6*	
	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets						
Cash and cash equivalents	--	--	211,000	164,951	--	19,168
Receivables	94	5	38,020	45,660	6,375	11,155
Non-current assets held for sale	--	--	45	45	--	--
Total current assets	94	5	249,065	210,656	6,375	30,323
Non-current Assets						
Receivables	10	--	4,833	4,964	717	129
Other financial assets	--	--	446	446	--	--
Property, plant and equipment	--	--	4,175,083	3,076,965	--	29
Intangibles	--	--	16,581	17,460	--	--
Total non-current assets	10	--	4,196,943	3,099,835	717	158
TOTAL ASSETS	104	5	4,446,008	3,310,491	7,092	30,481
Current liabilities						
Payables	111	82	204,908	168,547	6,922	18,549
Borrowings	--	--	--	--	--	--
Provisions	8	20	74,596	25,904	1,317	28,204
Other	--	--	--	--	--	--
Total current liabilities	119	102	279,504	194,451	8,239	46,753
Non-current liabilities						
Borrowings	--	--	--	--	--	--
Provisions	--	1	1,703	779	41	38
Other	16	--	--	--	1,091	153
Total non-current liabilities	16	1	1,703	779	1,132	191
TOTAL LIABILITIES	135	103	281,207	195,230	9,371	46,944
NET ASSETS	(31)	(98)	4,164,801	3,115,261	(2,279)	(16,463)

* The names and purposes of each service group are summarised in Note 7.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

 Supplementary Financial Statements
 Service group statements (continued)

DEPARTMENT'S EXPENSES & INCOME	24.7*		24.8*		24.9*	
	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses excluding losses						
Operating expenses	48,332	12,580	14,135	3,457	14,219	2,498
• Employee related	28,371	10,967	5,690	1,781	4,288	2,086
• Other operating expenses	9,907	2,313	113	41	575	114
Depreciation and amortisation	65,442	21,353	5,043	6,410	35,210	38,856
Grants and subsidies	--	--	--	--	--	--
Finance costs	--	--	--	--	--	--
TOTAL EXPENSES EXCLUDING LOSSES	152,052	47,213	24,981	11,689	54,292	43,554
Revenue**						
Recurrent appropriation	131,656	--	21,970	--	15,894	--
Capital appropriation	9,935	--	83	--	1,144	--
Sale of goods and services	34,406	7,061	287	578	578	63
Investment revenue	1,515	278	289	44	309	70
Grants and contributions	8,633	99	1,162	3,162	590	30
Acceptance by the Crown Entity of employee benefits and other liabilities	1,737	--	367	--	436	--
Other revenue	494	1,013	--	(3)	1	109
Personnel services revenue	--	--	--	--	--	--
Total revenue	188,376	8,451	24,158	3,203	18,952	272
Gain / (loss) on disposal	6	(477)	--	--	--	--
Other gains / (losses)	(62)	--	--	--	--	--
Net result	36,268	(39,239)	(823)	(8,486)	(35,340)	(43,282)
Other Comprehensive Income						
Increase / (decrease) in revaluation surplus	--	--	--	--	--	--
Superannuation actuarial gains / (losses)	--	--	--	--	--	--
Total Other Comprehensive Income	--	--	--	--	--	--
TOTAL COMPREHENSIVE INCOME	36,268	(39,239)	(823)	(8,486)	(35,340)	(43,282)

 * The names and purposes of each service group are summarised in Note 7.
 ** Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the "Not Attributable" column. Cluster grant funding is also not attributable to individual service groups.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Supplementary Financial Statements

Service group statements (continued)

DEPARTMENT'S ASSETS & LIABILITIES	24.7 *		24.8 *		24.9 *	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Current Assets						
Cash and cash equivalents	15,868	15,120	4,797	7,148	2,423	3,502
Receivables	(2,264)	5,414	376	612	9,295	791
Non-current assets held for sale	--	--	--	--	--	--
Total current assets	13,604	20,534	5,173	7,760	11,718	4,293
Non-current Assets						
Receivables	1,704	1,689	(3)	--	--	--
Other financial assets	--	--	--	--	--	--
Property, plant and equipment	344,145	343,271	248	257	156	533
Intangibles	324	1,191	12	33	1,671	865
Total non-current assets	346,173	346,151	257	290	1,827	1,398
TOTAL ASSETS	359,777	366,685	5,430	8,050	13,545	5,691
Current liabilities						
Payables	6,395	7,057	3,085	4,710	1,777	998
Borrowings	--	--	--	--	--	--
Provisions	6,092	6,117	1,710	1,710	573	1,370
Other	--	--	--	--	--	--
Total current liabilities	12,487	13,174	4,795	6,420	2,350	2,368
Non-current liabilities						
Borrowings	--	--	--	--	--	--
Provisions	67	40	8	--	3	7
Other	--	--	--	--	--	--
Total non-current liabilities	67	40	8	--	3	7
TOTAL LIABILITIES	12,554	13,214	4,803	6,420	2,353	2,375
NET ASSETS	347,223	353,471	627	1,630	11,192	3,316

* The names and purposes of each service group are summarised in Note 7.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Supplementary Financial Statements

Service group statements (continued)

DEPARTMENT'S EXPENSES & INCOME	24.10 *		24.11 *		Not Attributable **		TOTAL	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Expenses excluding losses								
Operating expenses	26,614	7,919	--	--	--	--	9,316,174	8,635,727
• Employee related	--	--	--	--	--	--	2,001,655	1,970,172
• Other operating expenses	--	--	--	--	--	--	500,381	467,020
Depreciation and amortisation	--	--	--	--	--	--	1,725,852	1,309,507
Grants and subsidies	--	--	186,690	--	--	--	19,147	17,116
Finance costs	--	--	--	--	--	--	--	--
TOTAL EXPENSES EXCLUDING LOSSES	26,614	7,919	186,690	--	--	--	13,563,209	12,399,542
Revenue**								
Recurrent appropriation	--	--	--	--	10,504,226	--	11,361,398	10,504,226
Capital appropriation	--	--	--	--	1,803,112	--	671,247	1,803,112
Sale of goods and services	--	--	--	--	--	--	480,516	488,176
Investment revenue	--	--	--	--	--	--	53,800	44,435
Grants and contributions	--	--	--	--	--	--	99,916	111,824
Acceptance by the Crown Entity of employee benefits and other liabilities	848	--	--	--	--	531,435	752,150	531,435
Other revenue	26,057	7,540	--	--	--	--	332,239	328,366
Personnel services revenue	26,905	7,540	--	--	--	--	26,057	7,540
Total revenue	26,905	7,540	--	--	12,838,773	--	13,777,323	13,819,134
Gain / (loss) on disposal	--	--	--	--	--	--	(26,054)	(1,400)
Other gains / (losses)	--	--	--	--	--	--	(85)	(3,950)
Net result	291	(379)	(186,690)	--	12,838,773	--	187,975	1,414,242
Other Comprehensive Income								
Increase / (decrease) in revaluation surplus	--	--	--	--	6,012,519	--	6,012,519	--
Superannuation actuarial gains / (losses)	--	--	--	--	--	--	(29,499)	1,855
Total Other Comprehensive Income	--	--	--	--	6,012,519	--	5,983,020	1,855
TOTAL COMPREHENSIVE INCOME	291	(379)	(186,690)	--	6,012,519	12,838,773	6,170,995	1,416,097

* The names and purposes of each service group are summarised in Note 7.

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

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Supplementary Financial Statements

Summary of compliance with financial directives

[ENTITIES RECEIVING A DIRECT APPROPRIATION ONLY]

	2012			2011		
	RECURRENT APPN \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPN \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPN \$'000	EXPENDITURE/ NET CLAIM ON CONSOLIDATED FUND \$'000
ORIGINAL BUDGET APPROPRIATION	11,679,254	11,361,398	694,184	10,205,892	1,895,008	1,794,790
• Appropriation Act				671,247		
• Additional						
• s 21A PF&AA – special appropriation						
• s 24 PF&AA – transfers of entitlements between entities						
• s 28 PF&AA – health specific						
• purpose payments						
OTHER APPROPRIATIONS/ EXPENDITURE	11,679,254	11,361,398	694,184	10,205,892	1,895,008	1,794,790
• Treasurer's Advance						
• Section 22 – expenditure for certain works and services						
• Transfer to / from another entity						
• Section 45 – Appropriation Act						
Total Appropriations (subtotal 2) / Expenditure/ Net Claim on Consolidated Fund (transfer payments)	11,679,254	11,361,398	694,184	10,205,892	1,895,008	1,794,790
Amount drawn down against Appropriation [total 3]		11,380,105			10,905,563	1,803,112
Liability to Consolidated Fund [total 4]		18,707			1,357	

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

* This represents the difference between the "Amount drawn down against Appropriation" and the "Total Expenditure/Net Claim on Consolidated Fund".

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Supplementary Financial Statements

Service group statements (continued)

DEPARTMENTS ASSETS & LIABILITIES	24.10*		24.11*		Not Attributable**		TOTAL	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Current Assets	1,063	3,420	--	--	160,681	106,705	984,180	810,804
Cash and cash equivalents	1,829	--	--	--	37,023	26,605	132,057	126,549
Receivables	--	--	--	--	760	733	805	778
Non-current assets held for sale	--	--	--	--	198,364	134,043	1,117,042	938,131
Total current assets	2,892	3,420	--	--	198,364	134,043	1,117,042	938,131
Non-current Assets	28	91	--	--	--	--	10,378	12,407
Receivables	--	--	--	--	--	--	446	446
Other financial assets	--	--	--	--	829,456	862,455	26,824,319	20,750,067
Property, plant and equipment	--	--	--	--	330,170	276,188	348,758	295,747
Intangibles	--	--	--	--	1,159,626	1,138,663	27,183,901	21,068,667
Total non-current assets	28	91	--	--	1,159,626	1,138,663	27,183,901	21,068,667
TOTAL ASSETS	2,920	3,511	--	--	1,357,990	1,272,696	28,300,943	21,996,798
Current liabilities	324	1,014	--	--	69,416	20,913	597,982	593,303
Payables	--	--	--	--	140,500	140,500	145,728	145,355
Borrowings	2,573	2,595	--	--	24	--	464,961	352,908
Provisions	--	--	--	--	19,767	2,423	19,767	2,423
Other	--	--	--	--	229,707	163,836	1,228,438	1,093,989
Total current liabilities	2,897	3,609	--	--	229,707	163,836	1,228,438	1,093,989
Non-current liabilities	--	--	--	--	--	--	193,406	198,634
Borrowings	28	91	--	--	945	700	14,660	10,240
Provisions	--	--	--	--	--	--	5,811	6,714
Other	--	--	--	--	945	700	213,877	215,588
Total non-current liabilities	28	91	--	--	945	700	213,877	215,588
TOTAL LIABILITIES	2,925	3,700	--	--	230,652	164,536	1,442,315	1,309,577
NET ASSETS	(5)	(189)	--	--	1,127,338	1,108,160	26,858,628	20,687,221

* The names and purposes of each service group are summarised in Note 7.

** Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the "Not Attributable" column. Cluster grant funding is also not attributable to individual service groups.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. Summary of Significant Accounting Policies

(a) Reporting entity

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

The Department includes the following main Portfolios:

- Office of Education
- Office of Communities
- Public Schools
- TAFE and Community Education
- Corporate units.

The functions of the Department relate to schools, the TAFE Commission (TAFE), vocational education and training, adult and community education, the NSW Adult Migrant English Service (AMES), aspects of higher education, early childhood education and care, development of community sporting and recreation venues and facilities, Aboriginal affairs and veteran affairs. In the process of preparing the financial statements all intra entity transactions and balances have been eliminated.

These financial statements for the year ended 30 June 2012 have been authorised for issue by the Director-General on 21 September 2012.

Prior to 2012, the Department prepared consolidated financial statements, including both a Parent and Economic Entity. Following a review of the financial statements presentation, the reporting entity is now presented as a single entity. Prior year comparative figures have been adjusted accordingly. 2011 Economic Entity totals have been used for comparative figures.

The TAFE Commission is also a separate reporting entity under the *Technical and Further Education Commission Act 1990*.

The Department provides personnel services to the following statutory bodies:

- TAFE Commission Division (Until 30 November 2011)
- Combat Sports Authority of NSW
- Venues NSW
- Sydney Olympic Park Authority

In accordance with NSW Treasury Circular TC11/19, the Department recognises all employee related expenses and liabilities in relation to staff provided as personnel services to statutory bodies. The Department also recognises Personnel Services Revenue and Personnel Services Receivables for those staff.

TAFE Commission Division, a subsidiary of TAFE Commission, was abolished on 1 December 2011 under the *Technical and Further Education Commission Amendment (Staff Employment) Act, 2011*. The figures reported here for the Department for 2012 include personnel services provided to TAFE Commission until 30 November 2011.

(b) Basis of preparation

The Department's financial statements with the exception of the school financial transactions (as noted in note 1(c)(ii)) are general-purpose financial statements, which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. Summary of Significant Accounting Policies (continued)

- the requirements of the *Public Finance and Audit Act 1983* and Regulation; and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Property, plant and equipment and assets (or disposal groups) held for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention. Judgements, key assumptions and estimations management 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 (with exception of note 2b).

(c) (i) School Financial Transactions

The Department, at the direction of the NSW Treasury, has included school financial transactions that are funded from sources other than government sources, e.g. school generated revenue, parent body contributions, donations and voluntary contributions.

In the absence of a fully integrated accounting system, between the Department and all schools, estimations for consolidation into the Department have been based on the November 2011 aggregation of school Receipts and Payments Statements that are prepared on a cash basis. Those school transactions were then proportionally adjusted to estimate the value of transactions for the year based on the 31 May 2012 cash balances. The Department obtained information on cash balances recently by surveying every school.

The school transactions recorded in these financial statements are therefore imprecise because estimates were needed to be made for the following reasons: the financial year end of schools is different to the Department, schools use a cash basis of accounting whereas the Department uses an accrual basis, the charts of account are different and school transactions are recorded on a program basis whereas the Department records transactions on a line item basis.

(ii) School Cash Balances and Investments

The balances held by schools at bank as at 30 June 2012 totalled \$588.45 M (\$558.32M in 2011) of which \$45.85 M (\$40.05M in 2011) related to trust funds.

Based on the percentages as at November 2011, schools are holding these funds for the following purposes:

	\$M	%
Asset Replacement and Acquisition	94.65	16.1
Commitments	334.19	56.8
General Contingencies	159.61	27.1
	588.45	100

(iii) Trust Funds

The schools hold money in Trust that is used for such items as excursions and donations. These monies are excluded from the school transactions consolidated into the financial statements, as schools cannot use them for general education purposes.

(d) Statement of compliance

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

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. Summary of Significant Accounting Policies (continued)

- (e) **Borrowing costs**
The accrual basis of accounting and all applicable accounting standards have been adopted.
Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit general government sector agencies.
- (f) **Insurance**
The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claim experience.
- (g) **Accounting for the Goods and Services Tax (GST)**
Income, expenses and assets are recognised net of the amount of GST, except that:
 - GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
 - receivables and payables are stated with the amount of GST included.
 Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.
- (h) **Income recognition**
Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.
 - (i) **Parliamentary appropriations and contributions**
Except as specified below, parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the Department obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash. Appropriations are not recognised as income in the following circumstances:
 - 'Equity appropriations' to fund payments to adjust a for-profit entity's capital structure are recognised as equity injections (i.e. contribution by owners) on receipt and equity withdrawals on payment to a for-profit entity. The reconciliation between the statement of comprehensive income, statement of summary of compliance with financial directives and the total appropriations is disclosed in Note 3(a).
 - Unspent appropriations are recognised as liabilities rather than income, as the authority to spend the money lapses and the unspent amount must be repaid to the Consolidated Fund.
 The liability is disclosed in Note 18 as part of 'Current Liabilities – Other'. The amount will be repaid and the liability will be extinguished next financial year.
 - (ii) **Sale of goods**
Revenue from the sale of goods is recognised as revenue when the Department transfers the significant risks and rewards of ownership of the assets. Student administration charges are recognised as revenue at the time of collection.
 - (iii) **Rendering of services**
Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).
 - (iv) **Investment revenue**
Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rental revenue is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. Summary of Significant Accounting Policies (continued)

- (v) **Asset sales**
The Department recognises sale of land and buildings upon final settlement except for those sales involving term instalment payments, which are recognised on exchange. Gains or losses on disposal of fixed assets are taken into account in determining the operating result for the year.
- (vi) **Other revenue**
Other revenues are recognised as they accrue.
- (f) **Assets**
 - (i) **Acquisitions of assets**
The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. 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 amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.
Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.
Works in progress have been shown at cost to date. Building construction projects are classified as works in progress until the projects have been completed and become available for use by the Department. Works in progress accounts also include costs associated with the acquisition of land before settlement.
 - (ii) **Capitalisation thresholds**
Property, plant and equipment costing \$10,000 and above individually (or forming part of a network costing more than \$10,000) are capitalised. The threshold for intangibles (software) is \$50,000. Prior to 1 July 2011, property, plant and equipment were recognised based on a value of \$5,000 or above.
 - (iii) **Revaluation of property, plant and equipment**
Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07-1). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment*.
Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.
Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market-buying price, the best indicator of which is depreciated replacement cost.
The Department revalues each class of physical land and buildings at least every five years or with sufficient regularity to ensure that the carrying amount of each asset does not differ materially from its fair value at reporting date.
The Department carried out a revaluation of land and buildings at 30 June 2012, based on independent assessment.
Qualified valuers were engaged through the Department of Finance and Services to undertake valuations for School and TAFE land, surplus sites and specialised properties.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. Summary of Significant Accounting Policies (continued)

The requirement for provision of service delivery by Schools and TAFE imposes restrictions on the use of land and it is considered to have no feasible alternative use.

Therefore, School and TAFE land has been valued at fair value based on existing use. The valuers used market evidence to determine the highest and best use land values and applied a discount factor of 20% to these values, to adjust for the restricted use of the land. The valuation estimates of land values are supported by market based sales evidence.

When school or TAFE land becomes surplus it is then available for feasible alternative uses. In this case the sites are valued at fair value based on the highest and best use.

Special valuations, for sites such as the National Art School, are carried out on the basis that the assets are specialised and current market buying prices cannot be observed. In this case the assets have been valued using the depreciated replacement cost method of valuation.

Generally, school and TAFE buildings are designed for a specific limited purposes. In most cases these buildings and the land on which they sit have no feasible alternative use. In accordance with TPP 07-1 the Department determines the fair value of its building assets using the depreciated replacement cost method, as there is no market-based evidence of fair value.

School and TAFE buildings are valued using a methodology developed by the Department in 2007 which values buildings based on their functional usage. Under this methodology the replacement value of each building is calculated by determining how much each building would cost to build in current prices, to the current schools facility standard, having regard to room functionality and the area of the structure.

The Department engaged qualified quantity surveyors from the Department of Finance and Services to provide replacement cost details for School and TAFE buildings at 30 June 2012. In 2012, the components included in these rates have been reviewed, to provide replacement costs which would fully replace the gross service potential embodied in the existing assets with technologically modern equivalent assets, which all meet the schools facility standard. The school facility standards exceed the general Building Code of Australia requirements, thus leading to higher costs to replace. Compared to the rates used in 2007, the 2012 rates now include additional costs factors that more fully take account of planning design, documentation and fees, associated with the costs to build new Schools and TAFE colleges. This has led to an increase in the values of building assets, based on the reference to prices newer than the actual assets being revalued.

Demountable buildings have been revalued in 2012, using depreciated replacement cost and reference to estimated new prices at 30 June 2012.

The total value of land and building assets is estimated at \$26,502B (\$20,412B in 2011).

The large increase in values results from the improved market based evidence used in land valuations and additional factors applied to the replacement cost for School and TAFE buildings.

A number of residential properties are managed by the Teacher Housing Authority of NSW (THA). These properties are non specialised buildings for which there is a secondary market. Non specialist property is valued at fair value having regard to the highest and best use. The Australian Valuation Office was engaged by the THA to undertake a valuation of these properties at 30 June 2012. The total value of the residences is \$23.17M (\$27.8M in 2011).

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

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

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

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. Summary of Significant Accounting Policies (continued)

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

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

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

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

(iv) Impairment of property, plant and equipment

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

(v) Depreciation of property, plant and equipment

The depreciable amount of assets is allocated on a systematic basis over their useful life. Depreciation is provided for on a straight line basis for all depreciable assets with a review undertaken at the time of each revaluation to adjust the written down values in accordance with the Department's depreciation model. Land is not a depreciable asset.

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

The rates of depreciation adopted were:

Buildings and Leasehold Improvements	1.25% to 33.3%
Plant and Equipment	2.32% to 33.3%
Computer Equipment and Software	6.66% to 33.3%

(vi) Major inspection costs

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

(vii) 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.

(viii) 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 component of an asset, in which case the costs are capitalised and depreciated.

(ix) Leased assets

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

The Department has entered into two Private Public Partnership projects for construction, design, finance and maintenance of a number of schools. The relative monthly service fees, which comprise liability reduction, financing and operating costs, are accounted for consistent with NSW Treasury Accounting Policy for these types of arrangements.

1. **Summary of Significant Accounting Policies (continued)**

(x) Intangible assets

The Department recognises intangible assets only if it is probable that future economic benefits will flow to the Department 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 the Department's intangible assets, the assets are carried at cost less any accumulated amortisation.

The Department's intangible assets are amortised using the straight-line method over a period of 4-15 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.

(xi) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

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

(xii) Inventories

The Department holds inventory of teaching and resource materials that are consumed directly in the delivery of educational courses. Inventory is expensed as it is acquired. The Department does not capitalise inventories, as holdings are high turnover items that are characterised by low stock levels that are not of a material nature.

(xiii) Investments

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

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

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

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

1. **Summary of Significant Accounting Policies (continued)**

• **Held-to-maturity investments** - Non-derivative financial assets with fixed or determinable payments and fixed maturity that the Department has the positive intention and ability to hold to maturity are classified as "held to maturity". These investments are measured at amortised cost using the effective interest method. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

• **Available-for-sale investments** - Any residual investments that do not fall into any other category are accounted for as available for sale investments and measured at fair value in other comprehensive income until disposed or impaired at which time the cumulative gain or loss previously recognised in other comprehensive income is recognised in the net result for the year. However, interest calculated using the effective interest method and dividends are recognised in the net result for the year.

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

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

(xiv) Impairment of financial assets

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

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

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

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there been no impairment loss.

(xv) Non-current assets (or disposal groups) held for sale

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

(i) Payables

Liabilities

These amounts represent liabilities for goods and services provided to the Department 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) Borrowings

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

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. Summary of Significant Accounting Policies (continued)

(iii) Financial guarantees

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

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

The Department has reviewed its financial guarantees and determined that there is no material liability to be recognised for financial guarantee contracts as at 30 June 2012 and at 30 June 2011. However, refer Note 21 regarding disclosures on contingent liabilities.

(iv) Employee benefits and other provisions

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

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that are due to be settled within 12 months after the end of the period in which the employees render the service are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled. A proportion of the annual leave may be settled after 12 months but this is not likely to be significant and cannot be reliably estimated.

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

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

(b) Long service leave and superannuation

The Department's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The Department 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".

In the case of employees of AMES, a contribution is made to the Treasury Special Deposits (Extended Leave and Leave on Termination Pool) Account at the rate of 4.11% of wages and salaries for employees with over ten years of eligible service and 3.84% for those with between five and ten years service. This contribution discharges the Department from liability for accrued long service leave and is expensed as incurred.

The long service leave benefits owing to AMES employees at balance date have all been identified as current liabilities and are included within Note 17. Corresponding amounts reimbursable from the Treasury are shown as current assets within "Prepayments" in Note 9.

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 NSW Treasury Circular TC12/06) to employees with five or more years of service using current rates of pay. These factors were determined based on actuarial review to approximate present value.

The value of the liability for long service leave for casual teachers has not been brought to account as the specific criteria for eligibility is considered to result in an immaterial amount.

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.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. Summary of Significant Accounting Policies (continued)

In the case of the employees of AMES, net obligation in respect of the three defined benefit superannuation schemes is calculated separately for each scheme by estimating the amount of future benefit that employees have earned in return for their service in the current and prior reporting periods. The actuarial valuations are carried out at each reporting date by Pillar Administration using the projected unit credit method. The defined benefit obligation is discounted to determine its present value and the fair value of any scheme assets is deducted and then adjusted for unrecognised past service costs. The discount rate is the yield at the reporting date on Commonwealth Government bonds that have maturity dates approximating to the terms of AMES' obligations.

Where the present value of the defined benefit obligation in respect of a scheme exceeds the fair value of the scheme's assets, a liability for the difference is recognised in the statement of financial position. Where the fair value of a scheme's assets exceeds the present value of the defined benefit obligation for that scheme, an asset is recognised in the statement of financial position.

Actuarial gains and losses arising in calculating the obligation are recognised directly in equity in the period in which they occur and are presented as other comprehensive income in the statement of comprehensive income. Note 26 provides full details.

The liabilities of the Department relating to AMES in relation to long service leave and superannuation are not assumed by the Crown and are disclosed separately.

Contributions to the defined contribution plans are expensed when incurred.

(v) Other provisions

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

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

(k) Equity and reserves

(i) Revaluation surplus

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

(ii) Accumulated funds

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

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

(l) Equity Transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs/functions and parts thereof between NSW public sector agencies and 'equity appropriations' are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 Contributions and Australian Interpretation 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities. In 2011 Net Assets including Property, Plant and Equipment with an agreed value of \$366,949M were transferred to the Department (as part of the transfer of specific functions detailed in Note 19).

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

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

The following new Accounting Standards have not been applied and are not yet effective. The possible impact of these Standards in the period of initial application will not be significant.

- AASB 9 *Financial Instruments* (application date 1 Jan 2013);
- AASB 10 *Consolidated Financial Statements* (application date 1 Jul 2013);
- AASB 11 *Joint Arrangements* (application date 1 Jul 2013);
- AASB 12 *Disclosure of Interests in Other Entities* (application date 1 Jul 2013);
- AASB 13 *Fair Value Measurement* (application date 1 Jul 2013);
- AASB 112 *Income Taxes* (application date 1 Jan 2012);
- AASB 119 *Employee Benefits* (application date 1 Jan 2013);
- AASB 127 *Consolidated and Separate Financial Statements* (application date 1 Jul 2013);
- AASB 128 *Investments in Associates and Joint Ventures* (application date 1 Jan 2013);
- AASB 1053 *Application of Tiers of Australian Accounting Standards* (application date 1 July 2013);
- AASB 2010-2 *Amendments to Australian Accounting Standards arising from Reduce Disclosure Requirements* (application date 1 Jan 2013);
- AASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)* (application date 1 Jan 2013);
- AASB 2010-10 *Further Amendments to Australian Accounting Standards – Removal of Fixed Dates for First-time Adopters* [AASB 2009-11 and 2010-7] (application date 1 Jan 2013);
- AASB 2011-2 *Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project – Reduced Disclosure Requirements* (application date 1 Jul 2013);
- AASB 2011-3 *Amendments to Australian Accounting Standards – Orderly Adoption of Changes to the ABS GFS Manual and Related Amendments* (application date 1 Jul 2012);
- AASB 2011-4 *Amendments to Australian Accounting Standards to Remove Individual Key Management Personnel Disclosure Requirements* (application date 1 Jul 2013);
- AASB 2011-6 *Amendments to Australian Accounting Standards - Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation – Reduced Disclosure Requirements* (application date 1 Jul 2013);
- AASB 2011-7 *Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards* (application date 1 Jul 2013);
- AASB 2011-8 *Amendments to Australian Accounting Standards arising from AASB 13* (application date 1 Jul 2013);
- AASB 2011-9 *Amendments to Australian Accounting Standards – Presentation of Items o Other Comprehensive Income* (application date 1 Jul 2012);
- AASB 2011-10 *Amendments to Australian Accounting Standards arising from AASB 119* (application date 1 Jul 2013);
- AASB 2011-11 *Amendments to Australian Accounting Standards AASB 119 (September 2011) arising from Reduced Disclosure Requirements* (application date 1 Jul 2013);
- AASB 2011-12 *Amendments to Australian Accounting Standards arising from Interpretation 20* (application date 1 Jan 2013);
- AASB 2011 -13 *Amendments to Australian Accounting Standards – Improvements to AASB 1049* (application date 1 Jul 2012);
- AASB 2012-1 *Amendments to Australian Accounting Standards Fair Value Measurement – Reduced Disclosure Requirements* (application date 1 Jul 2013);
- AASB Interpretation 20 *Stripping Costs in the Production Phase of a Surface Mine* (application date 1 Jan 2013);
- AASB 2012- 2 *Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Liabilities* (application date 1 Jan 2013);
- AASB 2012-3 *Amendments to Australian Accounting Standards – Offsetting Financial Assets and Liabilities* (application date 1 Jan 2014);
- AASB 2012-4 *Amendments to Australian Accounting Standards – Government Loans* (application date 1 Jan 2013);
- AASB 2012-5 *Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle* (application date 1 Jan 2013);
- AASB 2010-10 *Further Amendments to Australian Accounting Standards – Removal of Fixed Dates for First-time Adopters* (application date 1 Jan 2013).

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

1. **Summary of Significant Accounting Policies (continued)**

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

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

Details of equity transfers as at 31 March 2011 are provided in Note 19.

(m) **Budgeted amounts**

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the *Public Finance and Audit Act, 1983* where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

(n) **Comparative information**

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements. Where appropriate comparative figures have been reclassified to conform with the basics of presentation and classification used in the current year.

In 2011/2012, the following items have been reclassified and the comparatives for 2011 adjusted to be consistent with the current year presentation:

- (a) **Transfer payments:** Reclassified to grants and subsidies in 2012, 2011 value \$868m transferred for comparative purposes in Statement of Comprehensive Income, Statement of Cashflows, Note 2(d) Grants and Subsidies, Note 3 Revenue – Appropriation, Note 7 Service Group Statements and Note 23 Reconciliation of Cash Flows from Operative Activities to Net Result.
- (b) **Lease expenses plant and equipment:** Reclassified in Notes as Operating lease rental expense from Minor stores, provisions, plant and computing. The reclassification has impact only on Note 2(b) Other operating expense, 2011 value \$0.248m...
- (c) **Property, Plant and Equipment in 2011/2012** have been reclassified into Land, Buildings and Plant and Equipment and the comparatives for 2011 adjusted to be consistent with the current year presentation.
- (d) **Borrowings:** Reclassified in 2012, 2011 borrowings from NSW Treasury of \$140m from Non-current liability to Current liability. The reclassification has impact on Statement of Financial Position, Note 16 Borrowings and Note 7 Service Group Statements.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

2. Expenses Excluding Losses

	2012 \$'000	2011 \$'000
(a) Employee related expenses		
Salaries and wages (including recreation leave) *	7,386,086	7,033,348
Superannuation – defined benefit plans	227,825	256,780
Superannuation – defined contribution plans	575,641	495,089
Long service leave	511,881	260,345
Workers' compensation insurance	125,264	137,203
Payroll tax and fringe benefit tax	474,818	441,828
Redundancy payments	14,117	10,170
Other	542	964
	9,316,174	8,635,727

* An amount of \$10.8M (\$55.2M in 2011) employee related expenses were capitalised during the year. These covered multiple capital funded projects which include \$3.5M (\$18.8M in 2011) in relation to Learning Management and Business Reform (LMBR), \$5.3M (\$17.5M in 2011) relating to Building the Education Revolution (BER), \$0.0M (\$7.3M in 2011) related to Connected Classrooms and \$2.0 M (\$0.9M in 2011) relating to TAFE NSW Online Project.

(b) Other operating expenses include the following:

	2012 \$'000	2011 \$'000
Auditor's remuneration *	1,630	1,645
- audit of the financial statements		
Operational lease rental expense	53,712	47,160
- minimum lease payments	334,839	313,583
Maintenance**	64,461	64,899
Insurance	283,117	279,852
Cleaning	194,596	209,346
Fees for services rendered	156,191	184,185
Minor stores, provisions, plant and computing	--	--
Contractors		
Travelling and sustenance	36,750	35,319
Internet and related expenses	64,480	71,962
Postage and telephone	33,664	30,084
Utilities	107,695	99,252
Printing	20,692	16,969
School operating expenses	588,962	561,759
Other	60,866	54,157
	2,001,655	1,970,172

*Auditors remuneration includes \$0.385 M (\$0.375M in 2011) for the audit of a selection of schools

**Reconciliation – Total maintenance

Maintenance expense – contracted labour and other (non-employee related), as above	334,839	313,583
Total maintenance expenses included in Note 2(b)	334,839	313,583

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

2. Expenses Excluding Losses (continued)

	2012 \$'000	2011 \$'000
(c) Depreciation and amortisation expense		
Depreciation		
Buildings and improvements	380,441	350,573
Plant and equipment	93,834	87,639
	474,275	438,212
Amortisation		
Intangibles	26,106	28,808
	26,106	28,808
	500,381	467,020

(d) Grants and subsidies

Grants for non-profit organisations	43,867	87,163
Grants for industry training services	179,828	189,419
Grants for education access services	28,408	27,485
Grants for adult community education services	23,295	22,724
Grants for policy and planning projects	9	11
Grants for conveyance of school children	83,119	67,938
NSW Institute of Teachers	1,887	1,850
Non-State Secondary schools	443,665	424,218
Non-State Primary schools	347,395	338,453
Interest Subsidies	62,482	65,622
Teacher Housing Authority	600	600
Premier	--	100
Student Scholarships	135	152
Infrastructure Facility – Capital Grant	1,534	1,512
Non Government School – Escorts	1,346	611
Grants Contribution Early Intervention	--	273
Preschool and Children's Services	188,007	43,662
Board of Vocational Education and Training	875	1,782
Supervisor Subsidies	27,014	24,262
NSW Institute of Sport	9,176	2,234
Assistance to Special Groups	34,753	--
Sports Development Assistance	19,601	--
Sporting Associations	21,347	--
Board of Studies	105,559	--
Sydney Olympic Park Authority	68,237	--
Communities Relations Commission	12,894	--
Other	20,819	9,436
	1,725,852	1,309,507

(e) Finance costs
Interest expense from financial liabilities not at fair value through profit or loss

	19,147	17,116
	19,147	17,116

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
 Notes to the financial statements

3. Revenue	2012	2011
(a) Appropriations	\$'000	\$'000
Recurrent appropriations		
Total recurrent draw-downs from NSW Treasury (per Summary of compliance)	11,380,105	10,505,583
Less: Liability to Consolidated Fund (per Summary of compliance)	(18,707)	(1,357)
	<u>11,361,398</u>	<u>10,504,226</u>
Comprising:		
Recurrent appropriations (per Statement of comprehensive income)	11,361,398	10,504,226
	<u>11,361,398</u>	<u>10,504,226</u>
Capital appropriations		
Total capital draw-downs from NSW Treasury (per Summary of compliance)	671,247	1,803,112
Less: Liability to Consolidated Fund (per Summary of compliance)	--	--
	<u>671,247</u>	<u>1,803,112</u>
Comprising:		
Capital appropriations (per Statement of comprehensive income)	671,247	1,803,112
	<u>671,247</u>	<u>1,803,112</u>
(b) Sale of goods and services		
Rendering of services	21,965	19,877
Course fees	105,211	117,352
Administration charges	73,003	76,672
Overseas student fees	94,527	110,685
Fees and charges	58,534	34,096
Other	127,276	129,484
	<u>480,516</u>	<u>488,176</u>
(c) Investment revenue		
Interest revenue from financial assets not at fair value through profit or loss	53,800	44,435
	<u>53,800</u>	<u>44,435</u>

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 DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
 Notes to the financial statements

3. Revenue (continued)	2012	2011
(d) Grants and contributions	\$'000	\$'000
Other Public Sector agencies	32,552	22,674
Commonwealth Government	9,655	25,382
Contributions of assets	173	272
Donations and industry contributions	57,536	63,496
	<u>99,916</u>	<u>111,824</u>
(e) Acceptance by the Crown Entity of employee benefits and other liabilities The following liabilities and / or expenses have been assumed by the Crown Entity or other government entities:		
Superannuation – defined benefit	228,086	257,423
Long service leave	511,779	259,938
Payroll tax	12,285	14,074
	<u>752,150</u>	<u>531,435</u>
(f) Other revenue		
School generated revenue	317,053	305,687
Other	15,186	22,699
	<u>332,239</u>	<u>328,386</u>
(g) Personnel services revenue		
	26,057	7,540
	<u>26,057</u>	<u>7,540</u>
4. Gain / (Loss) on Disposal		
Gain / (Loss) on disposal of property, plant and equipment		
Proceeds from disposal	562	1,227
Written down value	(6,267)	(227)
Net gain / (loss) on disposal of property, plant and equipment	(5,705)	1,000
Gain / (Loss) on disposal of non-current assets held for sale		
Proceeds from disposal	42,624	9,974
Written down value	(62,973)	(12,374)
Net gain / (loss) on disposal of non-current assets held for sale	(20,349)	(2,400)
Gain / (Loss) on disposal	(26,054)	(1,400)
5. Other Gains / (Losses)		
Impairment of receivables	(85)	(3,950)
	<u>(85)</u>	<u>(3,950)</u>

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

6. Conditions on Contributions

Contributors can place restrictions on the application of funds to assist in ensuring that the intended outcomes of the particular program are met. Examples of such conditions are the requirement to provide annual acquittals or expenditure or to return funds at the end of a specific period.

In the 2011/12 financial year contributions amounting to \$7.7M (\$5.1M in 2011) were received by the Department for programs where such conditions were in place.

Unspent funds from these contributions for 2011/12, including balances brought forward from prior years, totalled \$9.5M (\$9.2M in 2011).

7. Service Groups of the Department

Following is a list of the Service Groups of the Department. In order to comply with the requirements of AASB 1052 *Disaggregated Disclosures*, the Department determined that some assets and liabilities could be attributed to Service Groups while, with the limitation of current financial systems, some assets and liabilities were able to be apportioned on a pro rata basis. The remaining assets and liabilities that could not be reliably attributed have been disclosed as "Not Attributable" in accordance with Accounting Policy: Financial Reporting Code for NSW General Government Sector Entities TPP 12-01.

Service Groups 24.7 to 24.10, as well as part of 24.1 were transferred to the Department on the 1 April 2011; hence for 2011, the figures relate to the three month period ending 30 June 2011

Service Group 24.1

Objective(s) Early Childhood Education Services
To provide early childhood education and care, including preschools.

Service Group 24.2

Objective(s) Primary Education Services in Government Schools
To staff and support 1,630 primary schools, 67 central schools and 113 SSPs (Schools for Special Purposes) to deliver quality education services that meet the diverse needs of all students.

Service Group 24.3

Objective(s) Secondary Education Services in Government Schools
To staff and support 398 secondary schools to deliver quality education aimed at increasing the attainment and retention of students and meeting their diverse needs.

Service Group 24.4

Objective(s) Non-Government Schools
To provide funding to non-government schools to improve student learning outcomes and assist them to successfully complete Year 12 or VET equivalent.

Service Group 24.5

Objective(s) TAFE NSW and Community Education
To deliver cost-efficient training services through 130 TAFE campuses, online and in workplaces, to improve skills, increase higher qualification levels among the NSW population, both rural and urban, and support workforce development.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

7. Service Groups of the Department (continued)

Service Group 24.6

Objective(s) Vocational Education and Training
To develop and promote a quality vocational education and training system that enhances skills for industry and individuals through registered private providers. It also facilitates quality training by offering apprenticeships and traineeships, targeting skill shortage areas and upskilling existing workers.

Service Group 24.7

Objective(s) Sport and recreation services
To deliver sport and recreation programs, including implementation of policy and regulatory frameworks, conduct of compliance and education programs and to provide grants to peak sporting bodies; to administer grants programs to help develop community sporting and recreational venues and facilities and manage government-owned or controlled sporting and recreation facilities.

Service Group 24.8

Objective(s) Support Aboriginal Culture and Community Resilience
To build communities and strengthen Aboriginal culture and heritage.

Service Group 24.9

Objective(s) Citizenship and Communities
To research and provide advice to Government and non-Government agencies relating to children's wellbeing and promoting the participation of children and young people in decisions that affect them. This service group also includes developing volunteering services, support for veterans' affairs, youth and other community activities

Service Group 24.10

Objective(s) Personnel Services
To provide personnel services to the following statutory bodies:

- Combat Sports Authority of NSW
- Sydney Olympic Park Authority
- Venues NSW

Service Group 24.11

Objective(s) Cluster Grant Funding
To provide grant funding to agencies within the Education and Communities cluster. This includes funding to the Community Relations Commission of New South Wales, Office of the Board of Studies and Sydney Olympic Park Authority

The following service groups were transferred to the Department from Agencies each as a consequence of restructuring of administrative arrangements with effect from 1 April 2011.

Service Group	Transferor Agency
Children's Services	Department of Human Services
Sport and Recreation Services	Communities NSW
Aboriginal Affairs	Department of Human Services
Citizenship and Communities	Communities NSW
Citizenship and Communities (Veterans' Affairs)	Department of Premier & Cabinet
Personnel Services	Communities NSW

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

Notes to the financial statements

7. Service Groups of the Department (continued)

The Table below summarises the expenses and income, recognised by the Transferor Agencies (up to 31.3.2011) and by the Department (from 1.04.2011). Refer Note 19 for details regarding transferred assets and liabilities.

	24.1 early Childhood Education Services (\$'000)		24.7 Sport & recreation services (\$'000)		Total FY 2011
	Dept of Human Services 1/7/2010 to 31/3/2011	Dept of Education & Communities 1/4/2011 to 30/6/2011	Communities NSW 1/7/2010 to 31/3/2011	Dept of Education & Communities 1/4/2011 to 30/6/2011	
Expenses excluding losses					
Operating expenses					
Employee related	9,680	3,553	38,978	12,581	51,559
Other operating expenses	1,137	761	26,157	10,968	37,125
Depreciation and amortisation	4	--	7,495	2,312	9,807
Grants and subsidies	122,769	43,936	28,411	21,353	49,764
Total expenses excluding losses	133,590	48,250	101,041	47,214	148,255
Revenue					
Recurrent appropriation	131,330	48,475	59,089	32,846	91,935
Capital appropriation	868	--	6,543	6,320	12,863
Sale of goods and services	2,260	795	24,209	7,060	31,269
Investment revenue	--	--	2,431	277	2,708
Grants and contributions	--	--	1,921	100	2,021
Acceptance by the Crown					
Entity of employee benefits and other liabilities	303	93	2,579	317	2,896
Other revenue	--	--	1,713	1,014	2,727
Personnel services revenue	--	--	--	--	--
Total revenue	134,761	49,363	98,485	47,934	146,419
Gain / (loss) on disposal	--	--	(29)	(477)	(506)
NET RESULT FOR THE YEAR	1,171	1,113	70,796	243	(2,342)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	1,171	1,113	(2,585)	243	(2,342)

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
 Notes to the financial statements

7. Service Groups of the Department (continued)

	24.8 Support Aboriginal Culture & Community Resilience ('\$000)		24.9 Citizenship & Communities ('\$000)				
	Dept of Human Services 1/7/2010 to 31/3/2011	Dept of Education & Communities 1/4/2011 to 30/6/2011	Total FY 2011	Communities NSW Commission for Children and Young People, Children's Guardian, Volunteering and Youth 1/7/2010 to 31/3/2011	Dept of Premier & Cabinet Veterans' Affairs 1/7/2010 to 31/3/2011	Dept of Education & Communities 1/4/2011 to 30/6/2011	Total FY 2011
Expenses excluding losses							
Operating expenses	10,338	3,457	13,795	6,709	252	2,498	9,459
Employee related	4,146	1,781	5,927	3,435	324	2,086	5,845
Other operating expenses	129	41	170	332	--	114	446
Depreciation and amortisation	1,668	6,410	8,078	30,589	543	27,186	58,318
Grants and subsidies							
Total expenses excluding losses	16,281	11,689	27,970	41,065	1,119	31,884	74,068
Revenue							
Recurrent appropriation	13,289	10,855	24,144	40,914	1,107	26,341	68,362
Capital appropriation	--	--	--	--	--	599	599
Sale of goods and services	--	--	--	188	--	63	251
Investment revenue	98	44	142	215	--	70	285
Grants and contributions	15	3,162	3,177	2,356	--	30	2,386
Acceptance by the Crown							
Entity of employee benefits and other liabilities	112	468	580	329	12	(107)	234
Other revenue	3	(3)	--	294	--	109	403
Personnel services revenue	--	--	--	--	--	--	--
Total revenue	13,517	14,526	28,043	44,296	1,119	27,105	72,520
Gain / (loss) on disposal	--	--	--	--	--	--	--
NET RESULT FOR THE YEAR	(2,764)	2,837	73	3,231	--	(4,779)	(1,548)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	(2,764)	2,837	73	3,231	--	(4,779)	(1,548)

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

8. Current Assets – Cash and Cash Equivalents

	2012	2011
	\$'000	\$'000
Cash at bank and on hand	462,176	316,594
School bank balances	522,004	494,210
	984,180	810,804

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

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

Cash and cash equivalents (per statement of financial position)	984,180	810,804
Closing cash and cash equivalents (per statement of cash flows)	984,180	810,804

Refer Note 25 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

9. Current / Non-Current Assets - Receivables

Current:		
Sale of goods and services	25,691	23,435
Less: Allowance for impairment	(3,224)	(4,206)
Personnel services receivable	10,793	3,981
Other debtors	54,058	58,893
Prepayments	15,310	14,476
Accrued income	29,429	29,970
	132,057	126,549
Non-Current:		
Long term lease prepaid	4,833	4,964
Other debtors	5,545	7,443
	10,378	12,407

Movement in the allowance for impairment

Balance at 1 July	(4,206)	(2,241)
Amounts written off during the year	1,075	1,985
Amounts recovered during the year	2,537	488
Increase/(decrease) in allowance recognised in profit or loss	(2,630)	(4,438)
Balance at 30 June	(3,224)	(4,206)

10. Current / Non-Current Assets – Other Financial Assets

Non-Current:		
Equity Accounted - Adskill Sdn Bhd *	55	55
Shares at cost	105	105
Share of retained profit on investment	160	160
Total Equity Accounted		

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

10. Current / Non-Current Assets – Other Financial Assets (continued)

	2012	2011
	\$'000	\$'000
Other loans and deposits	111	111
Fixed interest deposit **	175	175
Shares in Coffs Harbour Technology Park Ltd	–	781
Shares in Access Online Pty Ltd	–	(781)
Less provision for diminution in value	286	286
	446	446

Refer Note 25 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

*Also, refer Note 27

**The non-current fixed interest-deposit are part of restricted assets (refer Note 14).

11. Non-Current Assets – Property, Plant and Equipment

	Land	Buildings *	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000
At 1 July 2011 – fair value				
Gross carrying amount	6,751,853	26,013,113	682,049	33,447,015
Accumulated depreciation and impairment	–	(12,352,545)	(344,403)	(12,696,948)
Net carrying amount	6,751,853	13,660,568	337,646	20,750,067
At 30 June 2012 – fair value				
Gross carrying amount	7,908,061	34,623,164	753,153	43,284,378
Accumulated depreciation and impairment	–	(16,029,170)	(430,889)	(16,460,059)
Net carrying amount	7,908,061	18,593,994	322,264	26,824,319
At 1 June 2010 – fair value				
Gross carrying amount	6,367,641	24,369,728	721,338	31,458,707
Accumulated depreciation and impairment	–	(12,005,782)	(423,981)	(12,429,763)
Net carrying amount	6,367,641	12,363,946	297,357	19,028,944
At 30 June 2011 – fair value				
Gross carrying amount	6,751,853	26,013,113	682,049	33,447,015
Accumulated depreciation and impairment	–	(12,352,545)	(344,403)	(12,696,948)
Net carrying amount	6,751,853	13,660,568	337,646	20,750,067

*Includes an amount of \$222.07M (\$231.2M in 2011) which relates to the Department entering into a contract with a private service provider for the design, finance, construction and maintenance of twenty schools which became operational since 2003/04 for which the Department pays a monthly service fee. Also, refer to Note 16 Current/Non-Current Liabilities – Borrowings.

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

12. Intangible Assets

	2012 \$'000	2011 \$'000
Software		
At 1 July		
Cost (gross carrying amount)	434,532	372,049
Accumulated amortisation and impairment	(138,785)	(116,502)
Net carrying amount	295,747	255,547
At 30 June		
Cost (gross carrying amount)	513,889	434,532
Accumulated amortisation and impairment	(165,131)	(138,785)
Net carrying amount	348,758	295,747
Year ended 30 June		
Net carrying amount at start of year	295,747	255,547
Additions (from internal development)	85,144	68,588
Acquisitions through administrative restructure	--	2,074
Disposals	(6,027)	(1,654)
Amortisation (recognised in "depreciation and amortisation")	(26,106)	(28,808)
Net carrying amount at end of year	348,758	295,747

13. Non-Current Assets (or Disposal Groups) Held for Sale

Assets held for sale	805	778
Land and buildings	805	778

Amounts recognised in equity relating to assets held for sale

Property, plant and equipment	19,815	6,167
increments/decrements	19,815	6,167

The assets held for sale consist primarily of land and some buildings which have become surplus to the Department's requirements. It is intended that these be disposed – either by way of sale or through appropriate property swaps. Steps have been taken for this purpose and it is likely that the disposals could occur within the next twelve months.

14. Restricted Assets

Funds totalling \$0.126M (\$0.126M in 2011) mostly held as investments in fixed interest bearing deposits (Note 10) are classified as "restricted assets". These funds represent donations received and are invested by the Department. Interest earned on the investments is used to fund prizes awarded to students for special achievements.

\$3.793M (\$2.826M in 2011) relates to funds held in an interest-bearing bank account arising from monthly service payments to the private service provider of eleven schools (eleven schools in 2011). Only the private service provider can draw the funds held.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

11. Non-Current Assets – Property, Plant and Equipment (continued)

Reconciliation

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

Year ended 30 June 2012	Land \$'000	Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Net carrying amount at start of year	6,751,853	13,660,568	337,646	20,750,067
Additions	34,759	485,797	78,692	599,248
Assets held for sale	(14,782)	(48,218)	--	(63,000)
Disposals	--	--	(240)	(240)
Net revaluation increment less revaluation decrements	1,136,231	4,876,288	--	6,012,519
Depreciation expense	--	(380,441)	(93,834)	(474,275)
Net carrying amount at end of year	7,908,061	18,593,994	322,264	26,824,319

Reconciliation

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

Year ended 30 June 2011	Land \$'000	Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Net carrying amount at start of year	6,367,641	12,363,946	297,357	19,028,944
Additions	62,848	1,645,996	113,176	1,822,020
Assets held for sale	(8,149)	(2,707)	--	(10,856)
Disposals	--	1,191	(1,418)	(227)
Adjustments	--	1,459	62	1,521
Acquisitions through administrative restructure	329,513	1,457	16,108	347,078
Net revaluation increment less revaluation decrements	--	--	--	--
Depreciation expense	--	(201)	--	(201)
Net carrying amount at end of year	6,751,853	13,660,568	337,646	20,750,067

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
 Notes to the financial statements

17. Current / Non-Current Liabilities – Provisions (continued)

	2012 \$'000	2011 \$'000
Non-Current:		
Employee benefits and related on-costs	6,130	5,303
Payroll tax on long service leave	4,501	3,199
Workers compensation on long service leave	1,072	753
Superannuation on long service leave	2,893	885
Long service leave	64	100
Total Provisions – Non Current	14,660	10,240

Aggregate employee benefits and related on-costs

Provisions – current	464,364	352,524
Provisions – non-current	14,660	10,240
Accrued salaries, wages and on-costs (Note 15)	174,787	160,722
	653,811	523,486

Movement in provisions (other than employee benefits)

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

Lease liability for surplus accommodation/restoration	384	4,001
Carrying amount at the beginning of financial year	597	384
Additional provisions recognised	(384)	(4,001)
Amounts used	597	384
Carrying amount at end of financial year		

The provision is the Net Present Value of future liability for restoration on surplus property leased less the possible inflows on sub-letting recoveries over the term of the lease namely ten years.

18. Current / Non-Current Liabilities - Other

Current	1,060	1,066
Lease incentive	18,707	1,357
Liability to Consolidated Fund	19,767	2,423
Non-Current		
Lease incentive	5,811	6,714
	5,811	6,714

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 DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
 Notes to the financial statements

15. Current Liabilities - Payables

	2012 \$'000	2011 \$'000
Accrued salaries, wages and on-costs	174,787	160,722
Creditors	176,542	262,098
Unearned revenue	116,582	100,938
Group payroll and fringe benefits tax	41,654	39,572
Other	88,417	29,973
	597,982	593,303

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payable are disclosed in Note 25.

16. Current / Non-Current Liabilities - Borrowings

Current:	5,228	4,855
Privately Funded Projects Schools (Note 20(c))	140,500	140,500
Treasury advance	145,728	145,355
Non-Current:		
Privately Funded Projects Schools (Note 20(c))	193,406	198,634
Treasury Advances	193,406	198,634
	339,134	343,989

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 25.

17. Current / Non-Current Liabilities - Provisions

Current:	101,712	104,663
Employee benefits and related on-costs		
Recreation leave	15,064	13,242
Accrued payroll tax on recreation leave and accrued salaries and wages	50,780	21,511
Superannuation pooled fund	85,517	60,789
Recreation leave on long service leave	20,361	14,303
Workers compensation on long service leave	116,533	100,756
Payroll tax on long service leave	54,976	19,022
Superannuation on long service leave	5,712	5,554
Superannuation on recreation leave	13,709	12,684
Other	464,364	352,524
Other Provisions		
Restoration	597	384
	597	384
Total Provisions - Current	464,961	352,908

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

19. Increase/(Decrease) in Net Assets from Equity Transfers (Contd.)

The following table discloses changes to Assets/liabilities of the Department relative to the transfer of TAFE Administration staff back to TAFE following the abolition of TAFE Commission Division on 1 December 2011 (amounts in \$'000):

To TAFE	ASSETS	Current Assets	
		Receivables	47,411
		Total current assets	47,411
	LIABILITIES	Current Liabilities	
		Payables	10,222
		Provisions	36,808
		Total current liabilities	47,030
		Non-current Liabilities	
		Provisions	381
		Total non-current liabilities	381
		TOTAL LIABILITIES	47,411
		Accumulated Funds	--

Revenues/expenses relating to TAFE administration employees incurred by the Department for the period ended 30 November 2011 are as under (amounts in \$'000):

Expenses excluding losses	
Operating expenses	
• Employee related	166,285
Total expenses	166,285
Revenue	
• Acceptance by the Crown Entity of employee benefits and other liabilities	9,305
• Personnel services revenue	156,980
Total revenue	166,285
NET RESULT FOR THE YEAR	--

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

19. Increase/(Decrease) in Net Assets from Equity Transfers

The following table discloses the increase/(decrease) in Net Assets relative to the Service Groups transferred to the Department on 1 April 2011 (amounts in \$'000):

Transferor Agency	24.1 Children's Services (including all pre-schools)	24.7 Sport and Recreation Services	24.8 Support Aboriginal Culture and Community Resilience	24.9 Citizenship and Communities	24.10 Personnel Services	Total
Dept of Human Services						
Children's Services	15,473	2,858	7,254	--	--	25,585
Communities NSW	7,252	1,370	633	44	2,475	11,774
Sports & Recreation Industry & Facilities Devt	22,725	4,228	7,887	44	2,475	37,359
Support and promotion of Culture and Community Resilience	--	--	--	--	--	--
Commission for Children & Young People, Children's Guardian, Volunteering and Youth	1,718	57	143	--	81	1,799
Land and buildings	322,988	227	434	--	--	330,970
Plant and equipment	15,447	284	577	--	--	16,108
Total property, plant and equipment	7,782	338,435	1,227	418	--	347,078
Intangibles	392	--	--	--	--	2,074
Total non-current assets	8,174	341,380	321	995	81	350,951
TOTAL ASSETS	8,174	364,105	4,549	8,882	44	388,310
Current Liabilities						
Payables	--	4,917	3,639	806	13	265
Provisions	1,153	4,579	2,121	1,142	31	2,386
Total current liabilities	1,153	9,496	5,760	1,948	44	21,052
Non-current Liabilities						
Provisions	--	46	--	182	--	81
Total non-current liabilities	--	46	--	182	--	309
TOTAL LIABILITIES	1,153	9,542	5,760	2,130	44	21,361
Accumulated Funds	7,021	354,563	(1,211)	6,752	--	366,949
Increase/(decrease) in net assets	7,021	354,563	(1,211)	6,752	--	366,949

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

20. Commitments for Expenditure

	2012 \$'000	2011 \$'000
Capital Commitments		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	272,126	477,407
Later than one year and not later than five years	272,122	134,787
Total (including GST)	544,248	612,194

(b) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:		
(i) Leased Properties		
Not later than one year	36,155	25,286
Later than one year and not later than five years	111,473	15,754
Later than five years	8,409	3,398
	156,037	44,438
(ii) Other		
Not later than one year	10,540	12,630
Later than one year and not later than five years	7,795	12,662
	18,335	25,292
Total (including GST)	174,372	69,730

(c) Private Public Partnership Project Commitments

Minimum lease payment commitments in relation to finance leases payable as follows:		
Not later than one year	18,747	18,355
Later than one year and not later than five years	75,385	74,109
Later than five years	326,996	340,559
Minimum lease payments	421,128	433,023
Less: future finance charges	(222,494)	(229,534)
Present value of minimum lease payments	198,634	203,489

The present value of finance lease commitments is as follows:

Not later than one year	5,228	4,855
Later than one year and not later than five years	23,661	22,562
Later than five years	169,745	176,072
	198,634	203,489

Classified as:

Current (Note 16)	5,228	4,855
Non-current (Note 16)	193,406	198,634
	198,634	203,489

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

20. Commitments for Expenditure (continued)

The total of commitments for expenditure include GST input tax credits of \$133.4M (\$142.6M in 2011) that are expected to be recovered from the Australian Taxation Office.

Capital commitments include an amount of \$96.7M (\$4.0M in 2011) relating to the LMBR project. The operating lease commitments are generally with respect to equipment while the finance lease commitments relate to assets acquired under Private Public Partnerships, refer Note 1(i)(ix).

Capital commitments also include the Building the Education Revolution (BER) initiative – a \$14.7 billion national investment from the Commonwealth to improve the quality of facilities in Australian schools. BER comprises three programs – Primary Schools for the 21st Century, Science and Language Centres for the 21st Century Secondary Schools, Primary Schools for the 21st Century program has been operational since May 2009 and outstanding capital commitments for this program totalled \$17.4M (\$129.8M in 2011). The Science and Language Centres for the 21st Century Secondary Schools commenced in September 2009 and outstanding capital commitments are \$5.86M (\$1.36M in 2011).

21. Contingent Liabilities and Contingent Assets

Contingent liabilities

There are no known cases where the Department could be liable for material compensation payments relating to matters, which are the subject of litigation that are not covered by the NSW Treasury Managed Fund.

22. Budget Review

Net cost of services

Relative to the budget, the Department's net cost of services has decreased by \$195.0M. The major factors contributing to this variation are outlined below.

Employee related expenses were \$144.0M over budget. This arose primarily due to:

- (a) Long Service Leave due to changing PV factor calculations increased by \$296.6M
- (b) Hiring of short term staff resulted in a \$22.7M overspend
- (c) Increases in Redundancies of \$13.9M and various payroll taxes of \$2.0M
- (d) These were partially offset by shortfall in salaries of \$132.5M due to reduced staff numbers. In addition workers compensation and superannuation were underspent by \$19.3M and \$37.1M respectively.

A net reduction of \$160.0M in Other operating expenses was mainly due to reduction in schools other operating expenses, school cleaning, contractor fees and other operating expenses. This decrease was offset by an increase in property rentals and other fees.

Depreciation and amortisation costs were \$58.6M below budget due to delays in the finalisation of major capital projects.

Grants and subsidies were \$125.2M under budget, due to reduction in industry training by \$114.0M, pre-school and child care services by \$41.0M, which were offset by overspending in sporting associations and sport development assistance by \$26.0M and other minor costs.

Revenue excluding government contributions was \$20.2M over budget due to increased revenue from miscellaneous services, revenue generated by schools, interest received and Redundancy grants received whilst offset by reductions in overseas student fees and grants received from the Commonwealth and private sectors.

22. Budget Review (continued)

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DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

25. Financial Instruments

The Department's principal financial instruments are outlined below. These financial instruments arise directly from the Department's operations or are required to finance the Department's operations. The Department does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Department's main risks arising from financial instruments are outlined below, together with the Department's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Director-General has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Department, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Risk Committee and Internal auditors on a regular basis.

(a) Financial instrument categories

	Note	Category	Carrying Amount 2012 \$'000	Carrying Amount 2011 \$'000
Financial Assets Class:				
Cash and cash equivalents	8	N/A	984,180	810,804
Receivables ¹	9	Loans and receivables (at amortised cost)	83,327	89,138
Other financial assets	10	Loans and receivables (at amortised cost)	286	286
Financial Liabilities Class:				
Payables ²	15	Financial liabilities measured at amortised cost	251,987	290,866
Borrowings	16	Financial liabilities measured at amortised cost	140,500	140,500
Borrowings	16	Finance liability measured in accordance with AASB 117 and TPP 06-08	198,634	203,489
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)				

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

The increase in Crown Acceptance of \$166.0M is mainly due to an increase in Long Service Leave expense of \$214.0M offset by a decrease in Superannuation expense of \$43M.

Reduced Capital Appropriation of \$22.9M was mainly due to under expenditure in National Solar Schools \$5.0M, Minor Procurements of \$3.2M, the Works programs of \$1.1M and the other minor variances of \$3.2M.

The reduction in Recurrent Appropriation of \$317.8M can be primarily attributed to delays in implementing various National Partnership and other Commonwealth programs.

The loss on disposal of assets is mainly due to assets being recognised as disposed or replaced as a result of the 2011-12 Asset Revaluation process.

Assets and liabilities

The increase in total assets are mainly due to a \$6,146.0M asset revaluation in 2011-12.

Total liabilities were \$151.3M over budget, primarily due to increases in payables, provisions and other liabilities.

Cash flows

Net cash flows from operating activities were \$72.0M over budget. This is generally attributable to decreased payments and increased receipts. Net cash flows from investing activities were \$68.0M lower than expected acquisitions due to timing.

	Entity 2012 \$'000	Entity 2011 \$'000
23. Reconciliation of Cash Flows from Operating Activities to Net Result		
Net cash used on operating activities	810,230	1,881,354
Net cash flow GST	(76,643)	(47,594)
Depreciation and amortisation	(500,381)	(467,020)
Allowance for impairment	982	(1,965)
Increase / (decrease) in prepayments and other assets	72,353	6,806
Decrease / (increase) in creditors	(121,771)	35,502
Net gain / (loss) on sale of plant and equipment	(26,054)	(1,400)
Donated assets	173	272
Others	29,086	8,287
Net result	187,975	1,414,242

24. Non-cash Financing and Investing Activities		
Assets received by donation	173	272
Revenue/expenditure relating to asset value adjustments	--	(650)
Liabilities and expenses assumed by the Crown Entity	(752,150)	(631,435)
Net assets assumed as a result of restructuring of administrative arrangements	--	366,949
	(751,977)	(164,864)

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

25. Financial Instruments (continued)

(b) Credit Risk

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

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

Credit risk associated with the Department's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. The Department's deposits held with NSW TCorp are guaranteed by the State.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11 an unofficial cash rate, adjusted for a management fee to NSW Treasury. The TCorp Hour Glass cash facility is discussed in paragraph (d) below.

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. 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 the Department 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 30-60 day terms.

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are past due (2012: \$26.57M; 2011: \$44.3M) and not less than six months past due (2012: \$2.28M; 2011: \$4.0M) are not considered impaired and together these represent (2012: 90%; 2011: 91%) of the total trade debtors. Most of the Department's debtors have a good credit rating.

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.

2012	Total ^{1,2}	Past due but not impaired ^{1,2}	Considered impaired ^{1,2}
	\$'000	\$'000	\$'000
< 3 months overdue	3,613	1,279	2,334
3 months – 6 months overdue	1,079	1,051	28
> 6 months overdue	1,223	405	818
2011			
< 3 months overdue	13,087	9,303	3,704
3 months – 6 months overdue	2,119	2,056	63
> 6 months overdue	1,122	449	673

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.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

25. Financial Instruments (continued)

(c) Liquidity risk

Liquidity risk is the risk that the Department will be unable to meet its payment obligations when they fall due. The Department continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

During the current and prior year, there were no defaults on any loans payable. No assets have been pledged as collateral. The Department's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW Treasury Circular 1/12. 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 is paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Director General of the Department (or a person appointed by the Director General of the Department) may automatically pay the supplier simple interest.

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

Maturity analysis and interest rate exposure of financial liabilities (\$'000)

2012	Weighted Average Effective Int. Rate	Nominal Amount ¹	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate	Variable Interest Rate	Non-interest bearing	< 1 yr	1-5 yrs	> 5 yrs
Payables:								
Accrued salaries, wages and on-costs	--	174,787	--	--	174,787	174,787	--	--
Creditors	--	77,200	--	--	77,200	77,200	--	--
Borrowings:								
Treasury advances	4.9%	140,500	140,500	--	--	140,500	--	--
Private Public Partnerships ²	--	382,844	382,844	--	--	5,228	23,661	169,745
2011								
Payables:								
Accrued salaries, wages and on-costs	--	160,722	--	--	160,722	160,722	--	--
Creditors	--	130,144	--	--	130,144	130,144	--	--
Borrowings:								
Treasury advances	4.9%	140,500	140,500	--	--	140,500	--	--
Private Public Partnerships	--	393,656	393,656	--	--	4,855	22,562	176,072

Notes:

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

2. Of the \$5,228M disclosed in the 2012 "Private Public Partnerships borrowings" time band <1 yr, the Department intends to pay \$1,307M in the first quarter of 2013.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

25. Financial Instruments (continued)

(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. The Department's exposures to market risk are primarily through interest rate risk on the Department's borrowings and other price risks associated with the movement in the unit price of the Hour Glass investment facilities. The Department has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Department operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2011. The analysis assumes that all other variables remain constant.

Interest rate risk

Exposure to interest rate risk arises primarily through the Department's interest bearing liabilities. This risk is minimised by undertaking mainly fixed rate borrowings, primarily with NSW TCorp. The Department 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.

The Department's exposure to interest rate risk is set out below.

	Carrying Amount	\$ '000		1%		Equity	
		Profit	Equity	Profit	Equity	Profit	Equity
2012							
<i>Financial assets</i>							
Cash and cash equivalents	984,180	(9,842)	(9,842)	9,842	9,842	9,842	9,842
Receivables	83,327	(833)	(833)	833	833	833	833
Other financial assets	286	(3)	(3)	3	3	3	3
<i>Financial liabilities</i>							
Payables	251,987	2,520	2,520	(2,520)	(2,520)	(2,520)	(2,520)
Borrowings	339,134	3,391	3,391	(3,391)	(3,391)	(3,391)	(3,391)
2011							
<i>Financial assets</i>							
Cash and cash equivalents	810,804	(8,108)	(8,108)	8,108	8,108	8,108	8,108
Receivables	89,138	(891)	(891)	891	891	891	891
Other financial assets	286	(3)	(3)	3	3	3	3
<i>Financial liabilities</i>							
Payables	290,866	2,908	2,908	(2,908)	(2,908)	(2,908)	(2,908)
Borrowings	343,989	3,440	3,440	(3,440)	(3,440)	(3,440)	(3,440)

25. Financial Instruments (continued)

Other price risk – TCorp Hour Glass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour Glass Investment Facilities, which are held for strategic rather than trading purposes. The Department has no direct equity investments. The Department holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment Horizon	2012 \$'000	2011 \$'000
Cash facility	Cash, money market instruments	Up to 1.5 years	4,000	1,334

The unit price of each facility is equal to the total fair value of net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

NSW TCorp is trustee for the above facility and is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, TCorp acts as manager for part of the Cash and Strategic Cash Facilities and also manages the Australian Bond portfolio. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hour Glass facilities limits the Department's exposure to risk, as it allows diversification across a pool of funds, with different investment horizons and a mix of investments.

NSW TCorp provides sensitivity analysis information for each of the investment facilities, using historically based volatility information collected over a ten year period, quoted at two standard deviations (ie 95% probability). The TCorp Hour Glass investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass statement).

	Impact on profit/loss		
	Change in unit price	2012 \$'000	2011 \$'000
Hour Glass investment – Cash facility	+/- 1 %	40	13

(e) Fair value compared to carrying amount

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour Glass facilities, which are measured at fair value. As discussed, the value of the Hour-Glass investments is based on the Department's share of the value of the underlying assets of the facility, based on the market value. All of the Hour Glass facilities are valued using redemption pricing.

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

(f) Fair value recognised in the statement of financial position

The Department uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

- Level 1 - Derived from quoted prices in active markets for identical assets / liabilities.
- Level 2 - Derived from inputs other than quoted prices that are observable directly or indirectly.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

25. Financial Instruments (continued)

- Level 3 - Derived from valuation techniques that include inputs for the asset / liability not based on observable market data (unobservable inputs).

Financial assets at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
T Corp Hour-Glass Inv. Facility	--	4,000	--	4,000
	--	4,000	--	4,000

The table above only includes financial assets, as no financial liabilities were measured at fair value in the statement of financial position.

There were no transfers between level 1 and 2 during the period ended 30 June 2012.

26. Provision for superannuation

The Department has an obligation for the deferred contribution in respect of the employees of AMES which becomes payable on and after retirement of staff. Contribution is made to the State Superannuation Scheme (SSS), the State Authorities Superannuation Scheme (SASS) and the State Authorities Non Contributory Superannuation Scheme (SANCS).

Actuarial gains/losses are recognised immediately in other comprehensive income in the year in which they occur.

Fund information

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Authorities Superannuation Scheme (SASS)
- State Superannuation Scheme (SSS)
- Police Superannuation Scheme (PSS)
- State Authorities Non-contributory Superannuation Scheme (SANCS)

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership.

All these schemes are closed to new members.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

26. Provision for superannuation (continued)

Reconciliation of the present value of the defined benefit obligation

	SASS Financial Year to 30 Jun 2012 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2012 A\$
Present value of partly funded defined benefit obligation at beginning of the year	15,640,941	2,751,536	77,600,549
Current service cost	518,708	113,090	51,540
Interest cost	750,809	130,754	3,994,788
Contributions by Fund participants	253,471	--	165,743
Actuarial (gains)/losses	(5,433,638)	(27,718)	22,372,245
Benefits paid	(11,402,132)	(2,747,398)	(3,717,510)
Past service cost	--	--	--
Curtailments	--	--	--
Settlements	--	--	--
Business Combinations	--	--	--
Exchange rate changes	--	--	--
Present value of partly funded defined benefit obligation at end of the year	328,159	220,264	100,467,355

Reconciliation of the fair value of Fund assets

	SASS Financial Year to 30 Jun 2012 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2012 A\$
Fair value of Fund assets at beginning of the year	14,434,263	3,608,784	57,296,187
Expected return on Fund assets	1,213,773	286,694	4,665,887
Actuarial gains/(losses)	(6,294,045)	(372,787)	(6,528,551)
Employer contributions	2,200,887	--	(2,200,000)
Contributions by Fund participants	253,471	--	165,743
Benefits paid	(11,402,132)	(2,747,398)	(3,717,510)
Past service cost	--	--	--
Curtailments	--	--	--
Settlements	--	--	--
Business Combinations	--	--	--
Exchange rate changes	--	--	--
Fair value of Fund assets at end of the year	406,217	775,292	49,681,756

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

26. Provision for superannuation (continued)

Amounts recognised in other comprehensive income

	SASS Financial Year to 30 Jun 2012 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2012 A\$
Actuarial (gains)/losses	860,407	345,069	28,900,796
Adjustment for limit on net asset	--	--	--

Fund assets

The percentage invested in each asset class at balance sheet date:

	30 June 2012
Australian equities	28.0%
Overseas equities	23.7%
Australian fixed interest securities	4.9%
Overseas fixed interest securities	2.4%
Property	8.6%
Cash	19.5%
Other	12.9%

Fair value of Fund assets

All Fund assets are invested by SAS Trustee Corporation (STC) at arm's length through independent fund managers.

Expected rate of return on assets

The expected return on assets assumption is determined by weighting the expected long-term return for each asset class by the target allocation of assets to each class. The returns used for each class are net of investment tax and investment fees.

	SASS Financial Year to 30 Jun 2012 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2012 A\$
Actual return on Fund assets	(350,868)	(86,093)	178

Valuation method and principal actuarial assumptions at balance sheet date

(a) Valuation Method

The Projected Unit Credit (PUC) valuation method was used to determine the present value of the defined benefit obligations and the related current service costs. This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

(b) Economic Assumptions

	30 June 2012
Salary increase rate (excluding promotional increase)	2.5% p.a.
Rate of CPI increase	2.5% p.a.
Expected rate of return on assets	8.6%
Discount rate	3.06% p.a.

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

26. Provision for superannuation (continued)

Reconciliation of the assets and liabilities recognised in statement of financial position

	SASS Financial Year to 30 Jun 2012 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2012 A\$
Present value of partly funded defined benefit obligation at end of year	328,160	220,264	100,467,355
Fair value of Fund assets at end of year	(406,218)	(775,293)	(49,681,756)
Subtotal	(78,058)	(555,029)	50,785,599
Unrecognised past service cost	--	--	--
Unrecognised gain/(loss)	--	--	--
Adjustment for limitation on net asset	--	--	--
Net Liability/(Asset) recognised in statement of financial position at end of year	(78,058)	(555,029)	50,785,599

Expense recognised in income statement

	SASS Financial Year to 30 Jun 2012 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2012 A\$
Current service cost	518,708	113,090	51,540
Interest cost	750,809	130,754	3,994,788
Expected return on Fund assets (net of expenses)	(1,213,773)	(286,694)	(4,665,887)
Actuarial losses/(gains) recognised in year	--	--	--
Past service cost	--	--	--
Movement in adjustment for limitation on net asset	--	--	--
Curtailment or settlement (gain)/loss	--	--	--
Expense/(income) recognised	55,744	(42,850)	(619,559)

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

26. Provision for superannuation (continued)

Historic information 2009

	SASS Financial Year to 30 Jun 2009 A\$	SANCS Financial Year to 30 Jun 2009 A\$	SSS Financial Year to 30 Jun 2009 A\$
Present value of defined benefit obligation	13,644,556	2,608,044	73,039,279
Fair value of Fund assets	(13,237,031)	(3,479,826)	(52,837,252)
(Surplus)/Deficit in Fund	407,525	(871,782)	20,202,027
Experience adjustments – Fund liabilities	(460,516)	(30,393)	11,037,863
Experience adjustments – Fund assets	2,514,584	792,854	11,811,930

Historic information 2008

	SASS Financial Year to 30 Jun 2008 A\$	SANCS Financial Year to 30 Jun 2008 A\$	SSS Financial Year to 30 Jun 2008 A\$
Present value of defined benefit obligation	14,330,734	3,034,305	60,444,876
Fair value of Fund assets	(16,151,835)	(4,644,477)	(62,227,165)
(Surplus)/Deficit in Fund	(1,821,101)	(1,610,172)	(1,782,289)
Experience adjustments – Fund liabilities	(300,575)	83,255	(915,189)
Experience adjustments – Fund assets	1,925,078	743,631	9,595,426

Expected contributions

	SASS Financial Year to 30 Jun 2012 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2012 A\$
Expected employer contributions to be paid in the next reporting period	--	--	--

(a) Surplus/deficit

The following is a summary of the 30 June 2012 financial position of the Fund calculated in accordance with AAS25 "Financial Reporting by Superannuation Plans":

	SASS 30 Jun 2012 A\$	SANCS 30 Jun 2012 A\$	SSS 30 Jun 2012 A\$
Accrued benefits	251,167	175,983	56,135,474
Net market value of Fund assets	(406,218)	(775,293)	(49,681,756)
Net (surplus)/deficit	(155,051)	(599,310)	6,453,718

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

26. Provision for superannuation (continued)

(c) Demographic Assumptions

The demographic assumptions at 30 June 2012 are those that were used in the 2009 triennial actuarial valuation plus an additional allowance for staff reductions consistent with the Labour Expense Cap advised in the 2012-13 Budget. The triennial review report is available from the NSW Treasury website.

Historical information

	SASS Financial Year to 30 Jun 2012 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2012 A\$
Present value of defined benefit obligation	328,160	220,264	100,467,355
Fair value of Fund assets	(406,218)	(775,293)	(49,681,756)
(Surplus)/Deficit in Fund	(78,058)	(555,029)	50,785,599
Experience adjustments – Fund liabilities	(5,433,638)	(27,718)	22,372,245
Experience adjustments – Fund assets	6,294,045	372,787	6,528,551

Historic information 2011

	SASS Financial Year to 30 Jun 2011 A\$	SANCS Financial Year to 30 Jun 2011 A\$	SSS Financial Year to 30 Jun 2011 A\$
Present value of defined benefit obligation	15,640,941	2,751,536	77,600,549
Fair value of Fund assets	(14,434,263)	(3,608,784)	(57,296,187)
(Surplus)/Deficit in Fund	1,206,678	(857,248)	20,304,362
Experience adjustments – Fund liabilities	881,231	(19,811)	(1,816,814)
Experience adjustments – Fund assets	(648,631)	(14,715)	(235,983)

Historic information 2010

	SASS Financial Year to 30 Jun 2010 A\$	SANCS Financial Year to 30 Jun 2010 A\$	SSS Financial Year to 30 Jun 2010 A\$
Present value of defined benefit obligation	14,529,609	2,679,154	78,570,539
Fair value of Fund assets	(13,682,264)	(3,469,067)	(55,641,116)
(Surplus)/Deficit in Fund	847,345	(789,913)	22,929,423
Experience adjustments – Fund liabilities	524,410	119,444	3,747,430
Experience adjustments – Fund assets	(248,716)	(12,363)	(828,087)

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

26. Provision for superannuation (continued)

(b) *Contribution recommendations*

Recommended contribution rates for the entity are:

SASS	SANCS	SSS
Multiple of member contributions	% of member salary	Multiple of member contributions
0.00	0.00	0.00

(c) *Funding method*

Contribution rates are set after discussion between the employer, STC and NSW Treasury.

(d) *Economic assumptions*

The economic assumptions adopted for the 2009 actuarial review of the Fund are:

Weighted-Average Assumptions	
Expected rate of return on Fund assets backing current pension liabilities	8.3% p.a.
Expected rate of return on Fund assets backing other liabilities	7.3% p.a.
Expected salary increase rate	4.0% p.a.
Expected rate of CPI increase	2.5% p.a.

Nature of Asset/Liability

If a surplus exists in the employer's interest in the Fund, the employer may be able to take advantage of it in the form of a reduction in the required contribution rate, depending on the advice of the Fund's actuary.

Where a deficiency exists, the employer is responsible for any difference between the employer's share of Fund assets and the defined benefit obligation.

27. Investments and Associates

(a) Details of investments and associates are as follows:

Name	Principal Activities	Balance Date ¹	Ownership Interest ²		Investment Carrying Amount ³	
			2012	2011	2012 (\$'000)	2011 (\$'000)
Adskill Sdn Bhd ⁴	Vocational Education	31 December	49%	49%	160	160

DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)
Notes to the financial statements

27. Investments and Associates (continued)

(b) Details of investments in other companies are as follows:

Name	Principal Activities	Balance Date ¹	Ownership Interest ²		Investment Carrying Amount ³	
			2012	2011	2012 (\$'000)	2011 (\$'000)
Coffs Harbour Technology Park Ltd	Research, development and education pathways	30 June	33%	33%	175	175
Skilling Australia Pty Ltd	Training Provider to Defence Industries	30 June	50%	50%	--	--

1. This note has been prepared based on the financial statements of Coffs Harbour Technology Park Ltd for the year ending 30 June 2011 (for 2012) and 30 June 2010 (for 2011); no recent financials are available in respect of the other companies.

2. The Department's ownership interest is a reflection of its voting power for the respective companies.

3. Carrying amounts for investment in these companies is based on cost.

4. The Department has made an allowance for impairment to cover its investment in the company during the year.

In addition, the Department is involved in a small number of joint ventures which are not material.

28. Events after the Reporting Period

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect significantly the operations of the Department, the results of those operations or the state of affairs of the Department in subsequent financial years.

End of audited financial statements

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Appendix 1: Legislation and legal change

This appendix sets out the Acts administered by the Minister for Education, Minister for Citizenship and Communities, Minister for Aboriginal Affairs and the Minister for Sport and Recreation as at 31 December 2012. Subordinate legislation is not listed. All Acts, regulations and other statutory instruments can be accessed via the NSW Government's NSW legislation website (www.legislation.nsw.gov.au).

The Minister for Education administers the following Acts:

- *Apprenticeship and Traineeship Act 2001*
- *Australian Catholic University Act 1990*
- *Board of Vocational Education and Training Act 1994*
- *Charles Sturt University Act 1989*
- *Children (Education and Care Services National Law Application) Act 2010*
- *Children (Education and Care Services) National Law (NSW)*
- *Children (Education and Care Services) Supplementary Provisions Act 2011*
- *Education Act 1990 (in part)*
- *Education (School Administrative and Support Staff) Act 1987*
- *Higher Education Act 2001*
- *Higher Education (Amalgamation) Act 1989*
- *Institute of Teachers Act 2004*
- *Macquarie University Act 1989*
- *Moree and District War Memorial Educational Centre Act 1962*
- *Parents and Citizens Associations Incorporation Act 1976*
- *Saint Andrew's College Act 1998*
- *Sancta Sophia College Incorporation Act 1929*
- *Southern Cross University Act 1993*
- *Teaching Service Act 1980*
- *Technical and Further Education Commission Act 1990*
- *Technical Education Trust Funds Act 1967*
- *Universities Governing Bodies Act 2011*
- *University of New England Act 1993*
- *University of New South Wales Act 1989*
- *University of Newcastle Act 1989*
- *University of Sydney Act 1989*
- *University of Technology, Sydney, Act 1989*
- *University of Western Sydney Act 1997*
- *University of Wollongong Act 1989*
- *Vocational Education and Training (Commonwealth Powers) Act 2010*
- *West Scholarships Act 1930*
- *Women's College Act 1902.*

During 2012, the following Acts were repealed:

- *The Teacher's College Act 1912*
- *The University of New South Wales (St George Campus) Act 1999.*

The Minister for Citizenship and Communities administers the following Acts:

- *Anzac Memorial (Building) Act 1923* (jointly with the Premier)
- *Commission for Children and Young People Act 1998*
- *Community Relations Commission and Principles of Multiculturalism Act 2000* (jointly with the Premier)
- *Returned and Services League of Australia (New South Wales Branch) Incorporation Act 1935* (jointly with the Premier)
- *Youth Advisory Council Act 1989.*

The *Child Protection (Working with Children) Act 2012* received assent on 14 August 2012 and will commence on proclamation. The Act amends the working with children check program. The object of the Act is to protect children by not permitting certain persons to work with children and by requiring persons engaged in child-related employment to have working with children check clearances.

The Minister for Aboriginal Affairs administers the *Aboriginal Land Rights Act 1983*.

The Minister for Sport and Recreation administers the following Acts:

- *Combat Sports Act 2008*
- *Institute of Sport Act 1995*
- *Motor Vehicle Sports (Public Safety) Act 1985*
- *Mount Panorama Motor Racing Act 1989*
- *Sporting Bodies' Loans Guarantee Act 1977*
- *Sporting Venues Authorities Act 2008*
- *Sydney Cricket and Sports Ground Act 1978*
- *Sydney Olympic Park Authority Act 2001*.

The *Sporting Venues Authorities Amendment (Venues NSW) Act 2011* received assent on 16 November 2011 and commenced on 2 March 2012. The Act amends the *Sporting Venues Authorities Act 2008* and repeals the *Parramatta Stadium Trust Act 1988* and *Parramatta Stadium Trust By-law 2010*. The purpose of the Act is to abolish existing regional sporting venues authorities and the Parramatta Stadium Trust and establish a new authority, Venues NSW. Venues NSW consolidates the responsibilities and operations of the Illawarra Venues Authority, Parramatta Stadium Trust and the Hunter Region Sporting Venues Authority into one authority managed through one governing board.

In October 2011, an amendment was made to the *Combat Sports Regulation 2009* to permit the conduct of

professional combat sport contests in licensed premises until 31 March 2012. On 30 March 2012, the *Combat Sports Regulation 2009* was amended to extend the date until 31 December 2012. On 14 December 2012, the *Combat Sports Regulation 2009* was amended to repeal clause 49 because, if it had remained after 31 December 2012, it would have prohibited the promotion of, or engagement in, professional combat sport contests at certain premises that are licensed under the *Liquor Act 2007*.

The Minister for Family and Community Services administers the *Children and Young Persons (Care and Protection) Act 1998* in relation to the Children's Guardian.

There were no judicial decisions involving the Department of Education and Communities decided during 2012 that had a significant new impact on our operations.

Appendix 2: Matters affecting the Department

The Department embarked on number of key reforms in 2012, aimed at improving the services we provide in schools, TAFE NSW and for NSW communities. In implementing these reforms and undertaking our day-to-day operations, the Department was affected by a number of significant matters as highlighted below:

Financial matters

With a reduction in GST revenue on top of reductions in other forms of revenue, the NSW Government put in place significant savings measures, including a labour expense cap across all departments. Working within our budget, as well as meeting savings targets, was a key management focus for 2011/12 and will continue to be in future years. In 2012, we implemented a range of measures to help us meet our budget, while having the least impact on the learning outcomes of students in our schools, TAFE institutes and on other services we deliver to the community.

Audit matters

The Department's financial statements have been prepared and presented as a single entity, which includes the TAFE Commission within the Department. The NSW Audit Office has requested clarification on the reporting obligations of the Department and the TAFE Commission to determine the nature of any control relationship between the Department, the TAFE Commission and the Minister. The Department is investigating whether there is a requirement for legislative amendment to clarify the reporting relationships of the Department and the TAFE Commission.

The NSW Audit Office provided advice on ways in which the Department could improve the efficiency of next year's audit by improving the quality of the working papers provided to the audit team. In response, a process of review has been determined, to provide quality assurance over detail being submitted to the audit team and regular meetings with the NSW Audit Office have been established.

As outlined in Volume 9 of the Auditor-General's report to Parliament in 2012 and in the independent auditor's report accompanying the 2011/12 financial statements, the Department of Education and Communities (including TAFE Commission) and the Technical and Further Education Commission received a qualified audit opinion for 2011/12, on the basis that the Department did not provide sufficient and appropriate evidence regarding the reasonableness of the fair value accounting estimates used in the 2011/12 revaluation of the Department's buildings. The Auditor-General has sought more evidence from the Department to support the valuation of its buildings. The Department is taking action to address the Auditor-General's concerns and is undertaking a project to revalue buildings for the 2012/13 financial year. The Department will continue to liaise with the NSW Audit Office and NSW Treasury to undertake this task.

A 2011/12 Audit report on the Department's *Learning Management and Business Reform* (LMBR) program encouraged the Department to ensure a plan was in place to identify and fix all current finance issues, fix asset and general ledger data issues and current data issues before migrating to the new system. Work began in 2012 and will continue into 2013 to address these issues. Strategies include investigating options to upgrade the existing corporate and TAFE finance solution, which should address issues around data quality, fixed assets and general ledger data. The LMBR program has a stream of work around product assurance and data migration. A key deliverable of that work is to ensure data transferred from existing systems to the new solution are identified, classified, validated, cleansed, collected and reconciled. This should mitigate the risk of any future major data issues arising. The Department continues to closely monitor and review the program to ensure it delivers its objectives.

Industrial matters

In 2012, the Department entered into a number of award and agreement negotiations with unions and bargaining representatives.

Award or agreement	Outcome
<i>TAFE Commission of NSW Teachers And Related Employees Enterprise Agreement 2012</i>	New agreement providing 2.5% increase
<i>TAFE Commission of NSW Institute Managers Enterprise Agreement 2012</i>	New agreement providing 2.5% increase
<i>TAFE Commission of NSW Teachers In TAFE Children's Centres Enterprise Agreement 2012</i>	New agreement providing 2.5% increase
<i>TAFE Commission of NSW Bradfield College Enterprise Agreement 2012</i>	New agreement providing 2.5% increase
<i>TAFE Commission of NSW Administrative, Support and Related Employees Enterprise Agreement 2012</i>	New agreement providing 2.5% increase
<i>Crown Employees (Teachers in Schools and Related Employees) Salaries and Conditions Award</i>	New award providing 2.5% increase
<i>Crown Employees (Chief Education Officers - Department of Education and Training) Salaries and Conditions Award 2009</i>	Award variation providing 2.5% increase
<i>Crown Employees NSW Adult Migrant English Service (Teachers and Related Employees) Award 2009</i>	Award variation providing 2.5% increase
<i>TAFE Commission of NSW Institute Managers Enterprise Agreement 2013</i>	New agreement providing 2.5% increase
<i>TAFE Commission of NSW Teachers In TAFE Children's Centres Enterprise Agreement 2013</i>	New agreement providing 2.5% increase
<i>TAFE Commission of NSW Teachers And Related Employees Enterprise Agreement 2013 (including Bradfield College)</i>	Bargaining continuing

Table 8: Department of Education and Communities agreement and award negotiations (2012)

In addition to award negotiations, the Department also entered into negotiations with the NSW Teachers Federation for a new school teacher staffing agreement. This new agreement encapsulates the goals of *Local Schools Local Decisions*, allowing greater opportunities for local selection of staff, while maintaining the state-wide staffing system. The agreement also honours the Department's class size policy. The new agreement will remain in place until Term 2 2016.

Organisational structure

To meet savings targets and maximise efficiencies across the Department, a realignment process commenced in state and regional offices. This included reviewing central support directorates, replacing our regional model with a different structure in schools and changes to central support units within TAFE NSW. A key focus for the organisation was

to ensure full and appropriate consultation with staff and stakeholders. This consultation will continue into 2013.

The Office of Communities also embarked on a project to integrate its corporate functions into the broader Department. The purpose of this project, which commenced in 2012, is to maximise the opportunities that bringing the education and communities portfolios together presents. A number of complexities around system differences and entity types continue to be managed as this project carries on into 2013.

Commonwealth relations

In 2012, the Department commenced 11 new national partnerships or project agreements for schools and vocational education and training worth \$715 million. Key new national partnerships included the *National Partnership Agreement on Skills Reform* (\$561 million over five years), the *National Partnership Agreement for More Support for Students with Disabilities* (\$47 million over two years) and the *National Partnership Agreement on Empowering Local Schools* (\$12.6 million over 18 months), which complements the NSW *Local Schools, Local Decisions* initiative. Extensive activity continued in six other national partnerships.

Partnerships that have been operational for some time are being evaluated to ensure that important improvements to teacher quality and student outcomes are shared with the NSW and national education communities and sustained once partnership funding comes to an end.

National agreement	Agreement signed	Expiry
Schools		
<i>National Partnership Agreement on Improving Teacher Quality</i>	January 2009	December 2013
<i>National Partnership Agreement on Low Socio-Economic Status School Communities</i>	January 2009	January 2016
<i>National Partnership on the Nation Building and Jobs Plan: Building the Education Revolution</i>	February 2009	December 2012
<i>National Partnership Agreement on the Digital Education Revolution</i>	January 2010	June 2013
<i>National Partnership Agreement on the National Solar Schools Program</i>	August 2011	September 2013
<i>National Partnership Agreement for More Support for Students with Disabilities</i>	January 2012	June 2014
<i>National Partnership Agreement on Empowering Local Schools</i>	February 2012	June 2014
<i>National Partnership Agreement on Improving Teacher Quality: Principal Professional Development</i>	March 2012	December 2013
<i>Project Agreement for Helping Our Kids Understand Finances</i>	April 2012	June 2013
<i>National Partnership Agreement on Rewards for Great Teachers</i>	June 2012	June 2019
<i>Project Agreement: Investing in Focus Schools</i>	June 2012	June 2014
<i>Project Agreement for the Secure Schools Program</i>	September 2012 (Phase 1) October 2012 (Phase 2)	June 2013
<i>National Partnership Agreement on Improving Literacy and Numeracy</i>	January 2013	June 2014
Early childhood		
<i>National Partnership Agreement on Early Childhood Education (Universal Access)</i>	December 2008	June 2013
<i>National Partnership Agreement on Early Childhood Education (Universal Access): Extension</i>	Arrangements currently under negotiation	
<i>National Partnership Agreement on the National Quality Agenda for Early Childhood Education and Care</i>	December 2009	Review in 2014
Vocational Education and Training		
<i>National Partnership on Youth Attainment and Transitions</i>	July 2009	December 2013
<i>National Partnership Agreement on TAFE Fee Waivers for Child Care Qualifications</i>	March 2012	December 2015
<i>National Partnership Agreement on Training Places for Single and Teenage Parents</i>	March 2012	December 2015
<i>National Partnership Agreement on Skills Reform</i>	April 2012	June 2017
Communities		
<i>National Partnership Agreement on Indigenous Economic Participation</i>	December 2008	June 2013
<i>National Partnership Agreement on Remote Service Delivery</i>	December 2008	June 2014

Table 9: National agreements and partnerships

Appendix 3:

Human resources

This appendix provides data on the number of officers and employees employed by the Department, commentary on our personnel policies and practices, movement in wages and our organisational structure¹.

All staff

	2008	2009	2010	2011	2012
Teachers (schools)	59,386	59,526	60,141	61,144	61,664
Teachers (TAFE NSW)	10,742	10,599	10,791	10,422	10,234
Educational support (schools)	16,780	16,615	17,392	18,045	18,330
Educational support (state and regional offices)	3,149	3,217	3,299	3,290	3,386
Educational support (TAFE NSW)	3,895	3,772	4,032	4,153	4,161
Adult Migrant English Services (AMES) and National Art School (NAS)	240	258	189	155	29
Early childhood education and care	-	-	-	101	-
Corporate services (core and non-core)	2,172	2,233	2,101	2,075	2,124
Office of Communities	-	-	-	946	922
Total	96,363	96,221	97,946	100,330	100,849

Table 10: Number of full-time equivalent (FTE) staff (2008-2012)²

¹ Note: Appendix 3 includes data for all DEC staff (including the Children's Guardian, Commission for Children and Young People, Sydney Olympic Park Authority and Venues NSW, where staff are employed by the Department).

² Source: *NSW Public Sector Workforce Profile*, as at 30 June each year. Notes: Includes full-time equivalent permanent, temporary and casual staff. Due to rounding, figures may not add up to the totals shown. Figures for 2011 and 2012 also include Office of Communities. Educational Support (State and regional offices) includes 47 FTE (2009), 154 FTE (2010), 164 FTE (2011) and 143 FTE (2012) staff employed to deliver the Commonwealth's *Building the Education Revolution* and *Digital Education Revolution* initiatives. Early Childhood Education and Care staff joined the Department in April 2011 from the former Department of Human Services. From 2012, these staff joined the Office of Education and are reported within the relevant service group for their role.

Primary school teachers

	Female			Male			Total	
	Number	% of total female	% of total at this level	Number	% of total male	% of total at this level	Number	% of grand total
Classroom teachers	15,445	78.9%	83.6%	3,023	63.8%	16.4%	18,468	76.0%
Assistant principals	2,835	14.5%	77.9%	805	17.0%	22.1%	3,640	15.0%
Deputy principals	234	1.2%	68.8%	106	2.2%	31.2%	340	1.4%
Highly Accomplished Teachers	55	0.3%	91.7%	5	0.1%	8.3%	60	0.2%
Primary principal class 6	145	0.7%	81.5%	33	0.7%	18.5%	178	0.7%
Primary principal class 5	273	1.4%	58.3%	195	4.1%	41.7%	468	1.9%
Primary principal class 4	245	1.3%	54.3%	206	4.3%	45.7%	451	1.9%
Primary principal class 3	182	0.9%	51.9%	169	3.6%	48.1%	351	1.4%
Primary principal class 2	135	0.7%	46.6%	155	3.3%	53.4%	290	1.2%
Primary principal class 1	24	0.1%	35.3%	44	0.9%	64.7%	68	0.3%
Total	19,573	100.0%	80.5%	4,741	100.0%	19.5%	24,314	100.0%
Total primary principals	1,004	5.1%	55.6%	802	16.9%	44.4%	1,806	7.4%
Total promoted	4,128	21.1%	70.6%	1,718	36.2%	29.4%	5,846	24.0%

Table 11: Primary school teachers - Full-time permanent and temporary (non-casual) teachers on payroll (2012)¹

¹ Source: *NSW Public Sector Workforce Profile*, as at 30 June 2012. Notes: Teachers who were on leave without pay for 12 months or more are not included. Highly Accomplished Teachers are temporary appointments but are included in the "Total promoted" category.

Secondary school teachers

	Female			Male			Total	
	Number	% of total female	% of total at this level	Number	% of total male	% of total at this level	Number	% of grand total
Classroom teachers	10,472	81.0%	58.8%	7,340	73.6%	41.2%	17,812	77.8%
Head teacher/ district guidance officer	1,949	15.1%	50.6%	1,902	19.1%	49.4%	3,851	16.8%
Deputy principals	326	2.5%	41.6%	457	4.6%	58.4%	783	3.4%
Highly Accomplished Teachers	28	0.2%	77.8%	8	0.1%	22.2%	36	0.2%
Secondary principal class 2	97	0.7%	37.2%	164	1.6%	62.8%	261	1.1%
Secondary principal class 1	63	0.5%	39.4%	97	1.0%	60.6%	160	0.7%
Total	12,935	100.0%	56.5%	9,968	100.0%	43.5%	22,903	100.0%
Total secondary principals	160	1.2%	38.0%	261	2.6%	62.0%	421	1.8%
Total promoted	2,463	19.0%	48.4%	2,628	26.4%	51.6%	5,091	22.2%

Table 12: Secondary school teachers - Full-time permanent and temporary (non-casual) teachers on payroll (2012)¹

Primary and secondary school teachers

	Female			Male			Total	
	Number	% of total female	% of total at this level	Number	% of total male	% of total at this level	Number	% of grand total
Total teaching staff	32,508	100.0%	68.8%	14,709	100.0%	31.2%	47,217	100.0%
Total principals	1,164	3.6%	52.3%	1,063	7.2%	47.7%	2,227	4.7%
Total promoted	6,591	20.3%	60.3%	4,346	29.5%	39.7%	10,937	23.2%

Table 13: Primary and secondary school teachers combined: Total of full-time permanent and temporary (non-casual) teachers (2012)²

1 Source: *NSW Public Sector Workforce Profile*, as at 30 June 2012. Notes: Teachers who were on leave without pay for 12 months or more are not included. Highly Accomplished Teachers are temporary appointments but are included in the "Total promoted" category.

2 Source: *NSW Public Sector Workforce Profile*, as at 30 June 2012. Notes: Teachers who were on leave without pay for 12 months or more are not included. Highly accomplished teachers are temporary appointments but are included in the "Total promoted" category.

Part-time school teachers

	Female			Male			Total		
	Number and % of total	FTE	Average FTE	Number and % of total	FTE	Average FTE	Total and %	FTE	Average FTE
Primary classroom teachers	9312 92.7%	4,917.3	0.5	729 7.3%	403.1	0.6	10041 100%	5,320.4	0.5
Primary promoted teachers	418 96.3%	251.7	0.6	16 3.7%	10.1	0.6	434 100%	261.8	0.6
Total primary	9,730 92.9%	5,169.0	0.5	745 7.1%	413.2	0.6	10,475 100%	5,582.2	0.5
	Female			Male			Total		
	Number and % of total	FTE	Average FTE	Number and % of total	FTE	Average FTE	Total and %	FTE	Average FTE
Secondary classroom teachers	4301 81.2%	2,498.5	0.6	997 18.8%	609.4	0.6	5298 100%	3,107.9	0.6
Secondary promoted teachers	149 88.7%	96.5	0.6	19 11.3%	11.7	0.6	168 100%	108.2	0.6
Total primary	4,450 81.4%	2,595.0	0.6	1,016 18.6%	621.1	0.6	5,466 100%	3,216.1	0.6
Grand total	14,180 89.0%	7,764.0	0.5	1,761 11.0%	1,034.3	0.6	15,941 100%	8,798.3	0.6

Table 14: Part-time permanent and temporary (non-casual) school teachers on payroll (2012)¹

¹ Source: *NSW Public Sector Workforce Profile*, as at 30 June 2012. Notes: Teachers who were on leave without pay for 12 months or more are not included.

Strategic planning

The *Strategic Human Resources Plan 2012-2017* strengthens the alignment of human resources planning with the Department's strategic plan and NSW Government priorities. Support tools, including the implementation guide, provide business units with guidance and suggested actions to implement the plan at the local level.

Capability development

The coordination of a broad and relevant framework of professional development continued to be a priority for the Department in 2012. Leadership development, customer service and communication were central to the training program in 2012.

Improved performance management processes were also a focus for many of our staff groups. In collaboration with the school education directors and principals, substantial teacher consultation was undertaken in support of the implementation of the Australian Institute for Teaching and School Leadership's *Australian Teacher Performance and Development Framework*.

Organisational change

The Department created a change management unit to assist individual business areas to develop change management plans and provide assistance with the change management process. As part of the Department's organisational change in 2012, 72 staff accepted an offer of voluntary redundancy and eight staff were made forcibly redundant under the terms of the *Managing Excess Employees* policy. Support for employees affected by the organisational changes included development of individual redeployment plans and support to increase placement opportunities.

Since the Office of Communities was incorporated into the Department in April 2011, the office's human resources group has continued working closely with the Department's corporate services area to drive a consistent approach to

people management. Consistent industrial relations practices have now been implemented across the Department. This included centralised reporting of any industrial action through the Department's industrial relations directorate and sourcing of specialist advice.

School teacher staffing agreement

Appointments of school teachers to schools are made in accordance with the staffing agreement between the Department and the NSW Teachers Federation. New staffing procedures were implemented from the beginning of Term 4 2012 and a new staffing agreement was signed in October 2012. Under the staffing procedures, schools are able to choose how they fill at least every second vacancy, after incentive transfers and Aboriginal employment applicants are placed.

Wage and salary increases

In January 2012, teachers, principals, executive and other related staff received a wage increase of 2.5 per cent under the *Crown Employees (Teachers in Schools and Related Employees) Salaries and Conditions Award 2009*.

In June 2012, a wage increase of 2.5 per cent (backdated to January 2012) was paid to TAFE NSW employees under the:

- *TAFE Commission of NSW Teachers and Related Employees Enterprise Agreement 2012*
- *TAFE Commission of NSW Bradfield College Enterprise Agreement 2012*
- *TAFE Commission of NSW Institute Managers Enterprise Agreement 2012*
- *TAFE Commission of NSW Teachers in TAFE Children's Centre's Enterprise Agreement 2012*.

In November 2012, a wage increase of 2.5 per cent (backdated to July 2012) was paid to employees under the *TAFE Commission of NSW Administrative, Support and Related Employees Enterprise Agreement 2012*.

A wage increase of 2.5 per cent was paid in July 2012 under the *Crown Employees (Public Sector – Salaries 2008) Award* for public service staff and school administrative and support staff. Staff employed in Sport and Recreation and Sydney Olympic Park Authority also received 2.5 per cent in July 2012. Non-award staff in Venues NSW received a 2.5 per cent increase in December 2012. The second increase of 3.25 per cent was paid in September 2012 under the *Illawarra Venues Authority Australian Workers Union (State) Award 2011*.

The Statutory and Other Officers Remuneration Tribunal made its annual determination in relation to the chief executive service (CES) and senior executive service (SES). The tribunal determined a general increase to CES and SES remuneration packages of 2.5 per cent effective from 1 October 2012.

Flexible work practices

The Department offers a wide range of flexible work practices to assist staff to balance their work and other responsibilities more effectively. Flexible work practices are also recognised as an important means to address work-related adjustment needs for staff with disability. During 2012, 59,200 staff (approximately 80 per cent of whom were women) accessed flexible work options including permanent and temporary part-time work, job sharing, leave without pay and varying flexible hour arrangements. An additional 46,360 staff (approximately 65 per cent of whom were women) took short-term absences for family and community responsibilities.

Leave administration

In October 2012, 1,609 staff were reported to the executive as having a recreation leave balance exceeding 40 days. Directors and managers worked with staff to reduce these balances, with the goal of reducing all recreation leave balances to below 40 days by 30 June 2013. Our human resources directorate wrote to school principals regarding atypical sick leave patterns for around 7,100 school teachers.

After investigation, 97.5 per cent of identified teachers were assessed as requiring no further action.

Workforce diversity

Policies and initiatives encouraging workforce diversity are detailed in Appendix 7.

Staff performance and conduct

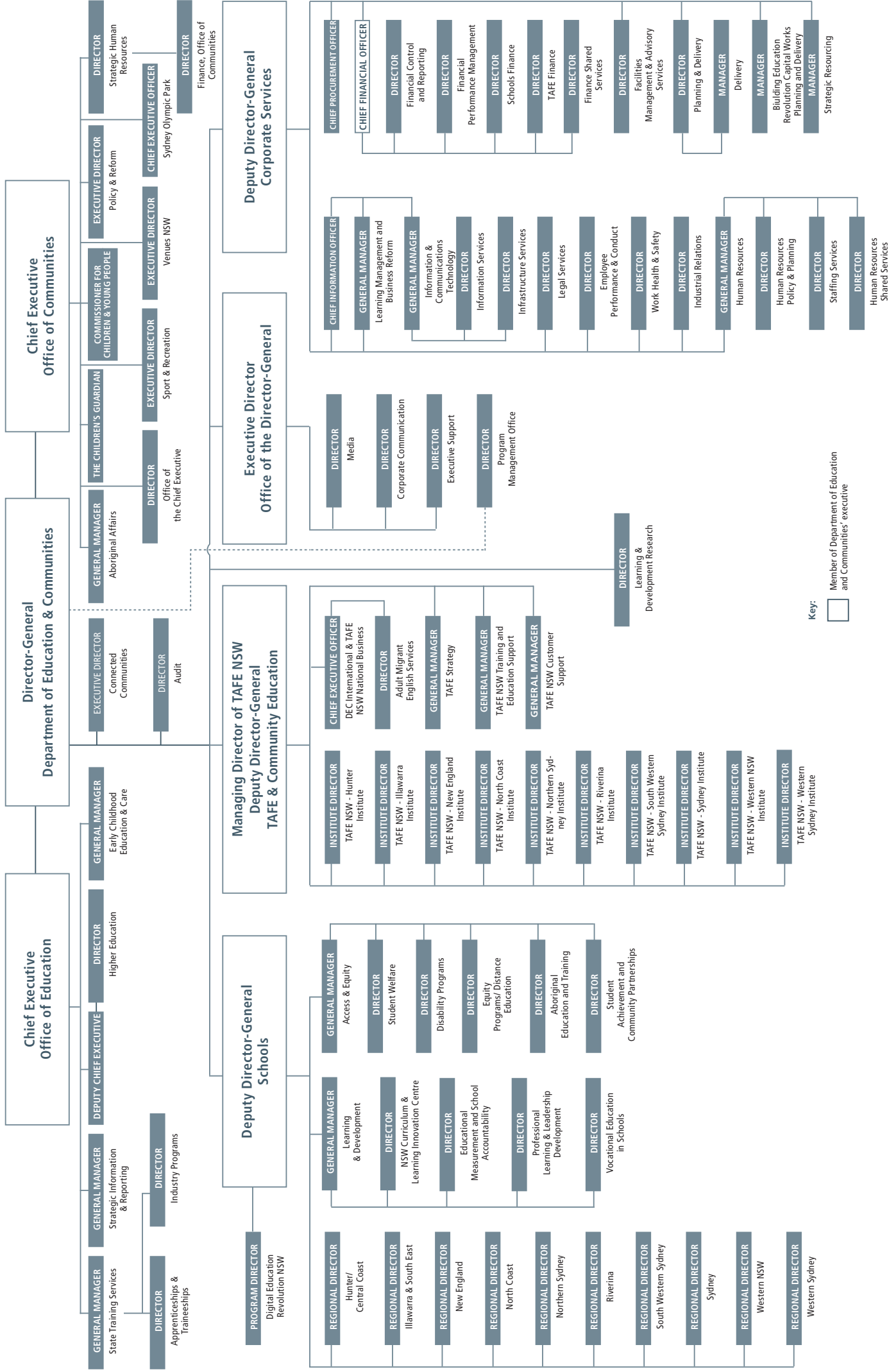
The Department's employee performance and conduct (EPAC) directorate supported supervisors to effectively manage employee performance and conduct through training, advice and oversighting improvement programs. EPAC investigated allegations of misconduct, including corrupt conduct, financial and academic fraud and maladministration and child protection allegations. EPAC also managed the Department's public interest disclosure responsibilities and undertook disciplinary and remedial action against employees who engaged in misconduct. See Appendix 12 for further information.

In May 2012, the Office of Communities deployed the Department's *Performance Management and Development Scheme* for staff at clerk grade 1 to grade 12 (or equivalent). This replaced inconsistent, non-existent or out-of-date tools across the majority of the office's divisions and entities and ensured a consistent performance management framework for staff across the Department. The office also deployed the Department's *Performance Planning, Management and Development Performance Agreements* for all SES and senior officers across the office.

The Office of Communities developed a new *Code of Conduct and Ethics* in line with the existing Department's code of conduct and replaced a variety of out-of-date and inconsistent instruments in use across the office divisions and entities. The code provided a clear direction and practical applications that helped staff understand expected standards of behaviour and assisted them in determining appropriate courses of action when they are faced with ethical issues.

EPAC provided advice to the Office of Communities' human resources area on a range of employee performance and conduct issues to ensure a consistent approach across the Department. Since mid-2012, EPAC has undertaken misconduct investigations on behalf of the office. Previously these were outsourced to third parties.

NSW Department of Education and Communities organisational chart



Key:
 Member of Department of Education and Communities' executive

Appendix 4:

Senior officers and management performance

This appendix details the number of senior executive service (SES) positions and officers in the Department at each remuneration level, under the *Public Sector Employment and Management Act 2002* and statements of performance against agreed performance criteria for all the Department's officers at SES level 5 and above.

Number of Senior Executive Service (SES) officers

SES level	Number of positions					Number of SES officers				
	2008	2009	2010	2011	2012	2008	2009	2010	2011	2012
1	0	0	0	0	0	0	0	0	0	0
2	25	23	19	14	10	24	23	19	15	8
3	29	30	29	27	33	26	26	27	25	21
4	16	16	17	18	22	16	15	15	17	20
5	17	16	19	20	20	20	16	17	19	17
6	3	3	3	2	2	3	3	2	2	2
7	3	3	3	4	5	3	3	3	4	5
8	1	1	1	1	1	1	1	1	1	1
Total	94	92	91	86	93	93	87	84	83	74

Table 15: Number of Senior Executive Service (SES) positions and officers at each level (other than staff employed to deliver Commonwealth initiatives: *Building the Education Revolution* and *Digital Education Revolution*)¹ (2008-2012)

SES level	Number of positions				Number of SES officers			
	2009	2010	2011	2012	2009	2010	2011	2012
1	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0
3	2	3	1	1	2	2	1	1
4	0	0	1	0	0	0	1	0
5	1	1	1	0	1	0	0	0
6	0	0	0	0	0	0	0	0
7	1	1	1	0	1	1	1	0
8	0	0	0	0	0	0	0	0
Total	4	5	4	1	4	3	3	1

Table 16: Number of Senior Executive Service (SES) positions and officers at each level employed to deliver Commonwealth initiatives: *Building the Education Revolution* and *Digital Education Revolution*² (2009-2012)

1 Note: Figures for each year are as at 31 December. Figures for 2012 include the Office of Communities except for Sydney Olympic Park Authority, the Children's Guardian and the NSW Commission for Children and Young People.

2 Note: Figures for each year are as at 31 December. Figures for 2012 include the Office of Communities except for Sydney Olympic Park Authority, the Children's Guardian and the NSW Commission for Children and Young People.

Proportion of male and female SES officers

SES Level	Male					Female				
	2008	2009	2010	2011	2012	2008	2009	2010	2011	2012
1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2	75.0%	69.6%	68.4%	73.3%	75.0%	25.0%	30.4%	31.6%	26.7%	25.0%
3	53.8%	50.0%	51.7%	53.8%	50.0%	46.2%	50.0%	48.3%	46.2%	50.0%
4	62.5%	60.0%	40.0%	44.4%	40.0%	37.5%	40.0%	60.0%	55.6%	60.0%
5	55.0%	58.8%	64.7%	63.2%	58.8%	45.0%	41.2%	35.3%	36.8%	41.2%
6	66.7%	66.7%	50.0%	100.0%	50.0%	33.3%	33.3%	50.0%	0.0%	50.0%
7	66.7%	75.0%	75.0%	60.0%	40.0%	33.3%	25.0%	25.0%	40.0%	60.0%
8	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Total	62.4%	60.4%	57.5%	58.1%	50.7%	37.6%	39.6%	42.5%	41.9%	49.3%

Table 17: Percentage of male and female Senior Executive Service (SES) officers at each level 2008-2012¹

¹ Note: Figures for each year are as at 31 December. Figures for 2012 include the Office of Communities except for Sydney Olympic Park Authority, the Children's Guardian and the NSW Commission for Children and Young People.

Dr Michele Bruniges, AM, GDipEdSt, DipT, MEd, PhD, GAICD

**Director-General of Education and Communities
Senior Executive Service Level 8**

Remuneration package: \$519,200

**Prior to 25 October 2012, Dr Bruniges also held the
position of managing Director of TAFE NSW**

In 2012, Dr Bruniges' main focus was to ensure the Department delivered the best possible outcomes for students, parents and communities in NSW.

A key achievement in 2012 was the initiation of *Local Schools, Local Decisions*, an innovative educational reform agenda that builds on the fundamental principle that student needs must be at the centre of all decision-making and that the best way to ensure this is by allowing more decision-making to happen at the school level, where the needs of students are best understood. A key aspect of the Government's *Local Schools, Local Decisions* policy was a new *Resource Allocation Model (RAM)*. The RAM acknowledges that students from disadvantaged backgrounds, students with learning difficulties and children from Aboriginal backgrounds may require more support. The new RAM will fund schools based on student needs in a more consistent, transparent and fair manner.

At the Minister for Education's request, Dr Bruniges played a key role in co-authoring a discussion paper titled *Great Teaching, Inspired Learning*. The paper sought to critically analyse a number of key areas in a teacher's career path, including initial teacher education, entry into the profession, professional practice and recognising and sharing outstanding practice. It also looked at what further improvements were needed. Dr Bruniges will analyse the feedback and provide recommendations for implementation to the Minister for Education in 2013.

The educational performance of Aboriginal students compared to their non-Aboriginal classmates remains at unacceptable levels. In response, Dr Bruniges has led efforts to work with Aboriginal representative groups, communities

and educators to develop *Connected Communities*. This new initiative encourages stronger partnerships between schools, their local communities and other government agencies. Schools will essentially become "community hubs" and this will drive better educational engagement with students and their communities. In 2012, the Department established the initiative, in partnership with the NSW Aboriginal Education Consultative Group and 15 schools were selected across NSW to participate.

Another area where the Department continues to face challenges is in improving the core literacy and numeracy skills of our students. The NSW public school curriculum is rich and broad, but literacy and numeracy are its critical foundations. To ensure further improvement, Dr Bruniges oversaw the implementation of measures from the Department's *Literacy and Numeracy Action Plan* for 2012.

Following advice of the Ministerial Advisory Group on Literacy and Numeracy, a number of strategies have been put in place. In addition to increased funding, 50 high-quality instructional leaders were appointed to work in underperforming schools. In addition, students in Kindergarten to Year 2 in these targeted schools, who were identified as needing extra literacy and numeracy assistance, are now benefiting from whole class, small group or additional intervention support programs.

In 2012, Dr Bruniges oversaw the introduction of the *National Quality Framework* for early childhood education and care in NSW. The Framework will lift quality via a new standard and mandated improvements for services, which will be phased in by January 2016.

With her background in educational measurement and research, Dr Bruniges has placed a renewed focus on strategic decision-making based on solid research and data. She established the Centre for Educational Statistics and Evaluation (CESE). Her vision is to ensure a consistent, systematic and rigorous approach to evaluation and analysis of educational data and provide a mechanism to know which programs are working and which should be discontinued.

There was significant reform in the vocational education arena in 2012. A noteworthy achievement was the *National Agreement for Skills and Workforce Development* and the *National Partnership on Skills Reform* at the April 2012 COAG meeting. These agreements will provide \$2.9 billion over five years from 2012/13 to 2016/17 to support skills and workforce development in NSW.

Smart and Skilled reforms, announced by the Minister for Education in October, meet the state's commitment under the *National Partnership Agreement on Skills Reform*. The reforms will introduce an entitlement for entry-level training up to and including AQF certificate III and targeted support for higher-level qualifications. Students, particularly disadvantaged learners, will benefit from improved access to training and employers and industry will have the skills needed to increase productivity and boost the NSW economy. Reforms will also strengthen quality and promote greater transparency across the training sector.

Dr Bruniges oversaw a number of changes made by the NSW Government that will see TAFE NSW become more locally focused, agile and responsive. One such change was the handing over the role of Managing Director of TAFE NSW to Ms Pam Christie.

The Office of Communities delivered a number of significant achievements throughout the year, including the establishment of Venues NSW, the first *NSW Volunteering Strategy* and the strategy which sets out the NSW Government's plan for future development and investment in stadia in NSW.

In drawing on synergies across the Department, Dr Bruniges was particularly focused on the work being led by Aboriginal Affairs relating to the Ministerial Taskforce on Aboriginal Affairs. Creating links with the *Connected Communities* initiative, Dr Bruniges remains committed to a cross-government approach to supporting Aboriginal students and their communities.

There were a number of industrial achievements in 2012. The Department and the NSW Teachers Federation entered into a new school teacher staffing agreement that will remain in

place until term 2 2016. The new agreement provides greater opportunities for local selection, as well as maintaining the benefits of the state-wide staffing system. The new agreement also maintains the previous policy on class sizes for schools across the state. A new award for school teachers was also agreed and will provide a 2.5 per cent increase in salaries and allowances from the first pay period after 1 January 2013 with no changes to conditions and will expire on 31 December 2013. The first enterprise agreements for TAFE NSW under the Commonwealth's Fair Work system, including the *TAFE NSW Teachers' Enterprise Agreement* and the *Administrative, Support and Related Employees' Enterprise Agreement*, were agreed between TAFE NSW and employee representatives and voted up by staff. All agreements provided a 2.5 per cent increase in salary.

To ensure the Department met its budget in 2012, a number of measures were implemented across the organisation. These modifications have begun across all portfolios, affecting the way we are structured and operate, while having the least impact on the learning outcomes of students in our schools, TAFE NSW institutes and other services we deliver to the community. Dr Bruniges ensured these changes were widely communicated to staff, with appropriate consultation and support services in place. The majority will be finalised in 2013.

In 2012, Dr Bruniges' achievements were recognised when she was awarded the prestigious Member of the Order of Australia honour - for service to public administration through executive roles and contribution to reform in the education sector at state and national levels. Dr Bruniges was also recognised in the Australian Financial Review and Westpac's inaugural 100 Women of Influence Awards – celebrating women who are using their influence to improve business and society. Dr Bruniges was the joint winner in the Public Policy category.

The Premier of NSW acknowledges that Dr Bruniges has satisfactorily undertaken her duties in accordance with her performance agreement.

Pam Christie, DipEd, DipSpecEd, BA, GAICD

Managing Director of TAFE NSW and Deputy Director-General, TAFE and Community Education

Senior Executive Service Level 7

Remuneration package: \$391,315

Ms Christie held the position of Deputy Director-General, TAFE and Community Education. From 25 October 2012, she was also appointed to the position of Managing Director of TAFE NSW.

Ms Christie has played a major leadership role in strengthening TAFE NSW's position as the public provider for vocational education and training for the people of NSW through increasing participation and outcomes to meet state and Commonwealth priorities.

Under Ms Christie's leadership, more students enrolled in higher-level vocational qualifications in 2012. The total enrolments in AQF certificate III and above in TAFE NSW increased from 49.7 per cent in 2011 to 51.2 per cent in 2012. Completions in AQF certificate III and above, as a proportion of all completions, increased from 37.0 per cent to 38.7 per cent. There was significant growth in Aboriginal enrolments and completions in these higher level qualifications. Total enrolments for all students also increased by 26,863 or 4.9 per cent between 2011 and 2012.

TAFE NSW implemented a range of strategies to increase flexible approaches to delivery and conducted research to improve outcomes for disadvantaged groups of students. Hours presented through flexible delivery (which encompasses distance, electronic and self-paced delivery) increased from 28.8 per cent in 2011 to 33.0 per cent in 2012.

Ms Christie increased opportunities for students across TAFE NSW to access higher education, through the development of integrated tertiary pathways across TAFE NSW and universities in accounting and engineering. Enrolments in bachelor and associate degrees increased significantly.

Between 2011 and 2012, enrolments in the five bachelor degrees increased from 23 to 345 enrolments and there were 48 enrolments in the Associate Degree in Accounting in 2012.

Under Ms Christie's leadership, TAFE NSW negotiated for TAFE NSW institutes to receive reward funding from the *National Partnership Agreement on Youth Attainment and Transitions* and TAFE NSW became the exclusive training provider for NSW under the *National Partnership on Training Places for Single and Teenage Parents*. In 2012, TAFE NSW delivered training to over 7,000 job seekers and existing workers as part of the *Productivity Places Program*.

Ms Christie led TAFE NSW business and governance reforms, designed to ensure TAFE NSW remains the backbone of the state's VET system in a more contestable training market. She led the strategy to develop a new enterprise agreement for TAFE NSW teachers to implement workforce reforms. Ms Christie was instrumental in repositioning TAFE Commission Board priorities to provide greater support to the Minister for Education and the NSW Government. Ms Christie also represented the Director-General in China and signed memoranda of understanding with three provincial education departments.

The Director-General of Education and Communities acknowledges that Ms Christie has satisfactorily undertaken her duties in accordance with her performance agreement.

Leslie Loble, BSc, MPA

Chief Executive, Office of Education

Senior Executive Service Level 7

Remuneration package: \$370,425

Ms Loble advises the Department and the Minister for Education on cross-sectoral, state-wide and national developments across education and training from the earliest years to post-school training and higher education. She also has responsibility for the Department's external and intergovernmental relationships. She guides strategic evaluation and evidence-based decision-making across the

Department and is responsible for high-level analysis and reporting of system performance data. She is responsible for skills policy in NSW, the funding of the NSW VET sector and the strategic management of contestable VET funding. She is also responsible for the funding and regulation of early childhood education and care in NSW.

In 2012, Ms Loble successfully led the development of a skills reform package that met all the objectives set by the NSW Government and she guided negotiations for the *National Partnership Agreement on Skills Reform*, which will provide \$561 million across five years. Under her leadership, the Department won Australian Apprenticeship Support Services contracts worth \$46 million to NSW.

She led the development of advice to the NSW Government on the state's position on the Gonski review of school funding, guided successful negotiations for four new school sector national partnerships and for project agreements worth a combined total of \$340 million for NSW. In addition, NSW secured Commonwealth funding amounting to \$31.9 million over four years under the *National Partnership Agreement on Training Places for Single and Teenage Parents* and negotiated for Commonwealth funding of \$48 million under the *More Support for Students with Disabilities National Partnership* to be used for additional training for teachers.

Ms Loble led the delivery of the *Teacher Quality Reward Report* that gained the maximum reward of \$56 million for NSW and ensured that NSW also secured reward funding of \$15.8 million by achieving 97 per cent of the NSW participation target under the *National Partnership Agreement on Youth Attainment and Transitions*.

She guided the establishment of the Centre for Education Statistics and Evaluation, which will position NSW at the forefront of evidence-based decision-making in the Australian education and training sector.

Under her leadership, nationally important work on the accurate profiling of educational disadvantage led to the development and refinement of a better measure of socio-economic status in the schooling sector. In

addition, the Office of Education provided the Director-General and Minister with strategic analyses of a range of critical education performance issues and delivered the Department's contributions to the Council of Australian Governments (COAG) Reform Council's annual performance reports on major national partnerships and agreements.

She supported a wide-ranging review of alternative pathways to tertiary education, oversaw the commencement of a review of agricultural education in NSW and supported the Minister in securing national agreement to pursue tertiary education reforms at the Australian Standing Council on Tertiary Education, Skills and Employment.

In the early childhood sector, Ms Loble guided the completion of a major review of funding to the sector, oversaw the introduction of the *National Quality Framework*, including the legislative framework and an information strategy for approximately 5,000 services and managed the transition of responsibility for the sector from the NSW Department of Family and Community Services.

The Director-General of Education and Communities acknowledges that Ms Loble has satisfactorily undertaken her duties in accordance with her performance agreement.

Gregory Prior, DipT, BEd, MEd

Deputy Director-General, Schools
Senior Executive Service Level 7
Remuneration package: \$370,425

As Deputy Director-General of Schools, Mr Prior is responsible for driving strategic directions and policy across public schools in NSW. He has provided strategic leadership and management in all matters relating to the education of students in public schools from preschool to Year 12. Mr Prior has effectively led the implementation of initiatives in NSW in leadership, curriculum and assessment, literacy and numeracy, Aboriginal education, quality teaching and organisational effectiveness.

Mr Prior has provided strong and strategic leadership through an executive team that is committed to a culture

of continuous improvement to improve learning outcomes for students, enhance the learning culture of NSW public schools, provide the highest quality support to schools, build capacity of staff and develop the highest possible community confidence in schools.

Mr Prior has guided the move toward high-functioning learning communities across schools, focusing on quality professional development, evidence-based teaching and learning and student-centred approaches. He continues to strengthen leadership at all levels, build on authentic community engagement and enhance school-based authority and accountability.

During 2012, Mr Prior has maintained a clear focus on the priority areas outlined in the *Public Schools NSW Strategic Directions 2012-2014*. This document has provided a blueprint for all schools, regions and central offices to plan the most effective ways to improve student outcomes and the delivery of quality educational services to all students.

Under Mr Prior's leadership, schools and regions continued to receive targeted and cohesive support to improve student outcomes, with a focus on developing local strategies to address the priorities most important to their school communities. Mr Prior led the implementation of the *Local Schools, Local Decisions* initiative across the five reform areas of managing resources, staff in our schools, working locally, reducing red tape and making decisions. Mr Prior has also overseen the staged implementation of the new Resource Allocation Model.

In 2012, Mr Prior was responsible for the successful implementation of the *Every Student, Every School* strategy in over 2,220 schools, including the reallocation of 1,800 full-time equivalent (FTE) specialist teaching positions, the development and implementation of needs-based resource allocation method and the *Every Student, Every School: Learning and Support* implementation modules. More than \$39 million has been allocated across all regular schools in 2012 as a flexible funding allocation for learning and support.

The schools portfolio maintained a strong focus on literacy and numeracy through quality resources and professional learning support. Under the direction of Mr Prior, the *Early Action for Success* program was implemented. This program is the Department's strategy for implementing the Literacy and Numeracy Action Plan, which combines high-quality leadership, a focus on individual students and early intervention to ensure students not achieving expected outcomes are identified and receive additional support. Fifty instructional leaders had been appointed by the end of October 2012. Participating schools have been provided with an intervention allocation and a training allocation. The intervention allocation is to support small groups and individual interventions in literacy and numeracy.

In 2012, the focus on bridging the gap for Aboriginal students remained at the forefront. The value placed on the development and strengthening of relationships with Aboriginal students, families and communities is exemplified through the strong relationship between the Department and the NSW Aboriginal Education Consultative Group. The importance of improving educational outcomes for all students is recognised in the continuing development and implementation of individual learning plans for Aboriginal students.

Mr Prior led the portfolio in 2012 under the theme of "rethink, reshape, re-culture", with a focus on developing high-quality leadership and teachers to deliver a well-defined and holistic curriculum. He secured funding for and delivered the Department's plan to implement the NSW syllabuses incorporating the Australian curriculum. Mr Prior also delivered plans for new approaches and frameworks to support school planning, monitoring and reporting.

Mr Prior has been instrumental in building the capacity of teachers and leaders through a culture of collaboration. He places great value on instructional leadership at all levels, supported by a systems approach to facilitate continuous improvement and quality teaching to meet the needs of the students of NSW.

The Director-General of Education and Communities acknowledges that Mr Prior has satisfactorily undertaken his duties in accordance with his performance agreement.

Peter Riordan, BCom, MBA, MLLR

**Deputy Director-General, Corporate Services
Senior Executive Service Level 7
Remuneration package: \$370,425
Prior to 19 July 2012, Mr Riordan held the
position of Deputy Director-General, Workforce
Management and Systems Improvement**

In his role as Deputy Director-General, Workforce Management and Systems Improvement, Mr Riordan continued to provide strategic leadership across employee performance and conduct, employment screening, human resources, industrial relations, legal services, work health and safety, safety and security, the *Learning Management and Business Reform* (LMBR) program and information and communications technology services.

In July 2012, Mr Riordan was appointed to the role of Deputy Director-General, Corporate Services following the merger of the workforce management and systems improvement and the finance and infrastructure portfolios. In this role, Mr Riordan's span of responsibility increased to include finance, the finance shared service centre, asset management, procurement and the *Building the Education Revolution* (BER) program.

Under Mr Riordan's leadership in 2012, new staffing procedures were implemented from the commencement of Term 4 2012 that provide greater opportunities for local selection, as well as maintaining the benefits of the state-wide staffing system. He led the negotiation of a new award for school teachers to provide a 2.5 per cent increase in salaries and allowances from the first pay period after 1 January 2013, with no changes to conditions.

Mr Riordan continued to support the *Local Schools, Local Decisions* reforms through high-level human resources, legal and industrial advice and the delivery of innovation and reform in asset management, ICT delivery, finance

and procurement. Mr Riordan led deployment of the first LMBR solution to schools with the release in October 2012 of the Budgeting and Planning (Foundation) solution to the 229 schools participating in the *Empowering Local Schools National Partnership*.

In 2012, under Mr Riordan's leadership all performance indicators relating to the implementation of the Centre for Excellence initiative under the *National Partnership Agreement for Improving Teacher Quality* were met or exceeded, resulting in NSW receiving reward funding of \$56 million from the Commonwealth.

In 2012, Mr Riordan also oversaw finalisation of the *BER* program and approval to use residual funding (totalling over \$90 million) to undertake major upgrade projects in 19 schools for specific purposes (SSPs). Mr Riordan continued the implementation of reforms to enhance the provision of financial information and advice, enabling improved decision-making to meet service delivery responsibilities.

Mr Riordan ensured an ongoing focus on improved fiscal and budget management across the Department, including financial controls and risk management practices, enhancement of financial policies, processes and procedures and reporting that meets user requirements.

He continued to drive initiatives supporting quality teaching through the *Beginning Teachers Support* initiative, which in 2012 supported 3,395 beginning teachers in 1,263 public schools. His strong commitment to Aboriginal employment and career development across the Department resulted in the representation of Aboriginal people increasing from 2.8 per cent in 2011 to 3.2 per cent in 2012.

Mr Riordan led the migration of more than 1,000 primary schools to the new Enhanced T4L server and services environment, which included rebuilding more than 70,000 computing devices.

Under Mr Riordan's leadership, the Department received a \$3.8 million surplus for the 2012/13 premium year through injury prevention programs and effective workers compensation and return to work programs.

In 2012, the implementation of a new process providing school principals with more control over annual planned maintenance projects and for regional asset management units to manage the planned maintenance program generated management fees savings of approximately \$6 million in 2012, which was used to provide additional maintenance works in schools. Mr Riordan also led the implementation of an asset disposal program that raised \$39.12 million for reinvestment in capital works and maintenance projects in schools and TAFE NSW.

Mr Riordan also continued in 2012 to drive strategic workforce initiatives with the implementation of new five year strategic plans for human resources, workforce diversity and Aboriginal human resources development.

The Director-General of Education and Communities acknowledges that Mr Riordan has satisfactorily undertaken his duties in accordance with his performance agreement.

Donna Rygate, BEcon, MPlan

**Chief Executive, Office of Communities
Senior Executive Service Level 7
Remuneration package: \$349,540
Appointed to position on 4 June 2012**

Ms Rygate launched the *NSW Stadia Strategy* in November 2012. Further to the establishment of Venues NSW in March 2012, this strategy will guide investment in facilities and deliver improved community access, cater for multipurpose usage, offer improved facilities and improve the competitive position of NSW when bidding for events.

Ms Rygate implemented the *NSW Volunteering Strategy*. Projects are underway to identify initiatives aimed at influencing young people to experience the benefits of volunteering, as well as making it easier for people to volunteer and to support current volunteers.

The Ministerial Taskforce on Aboriginal Affairs completed the second round of community consultations and held nine community forums across NSW. A report was submitted to

the Minister in December 2012 and will contribute to the development of a new Aboriginal affairs strategy for NSW.

Sporting and recreation opportunities were identified for people with a disability or those from disadvantaged backgrounds, through access to sport and recreation facilities and development programs. Some examples include:

- *Return to Sport Expo* held in partnership with the Royal Rehabilitation Centre
- *Camp Willing and Able* programs held at the Lake Ainsworth Sport and Recreation Centre and
- coordination of the *School Sport Disability Program* in partnership with the School Sport Unit.

The Director-General of Education and Communities acknowledges that Ms Rygate has satisfactorily undertaken her duties in accordance with her performance agreement.

Janet Davy, BEd, MEd

**Executive Director, Office of the Director-General
Senior Executive Service Level 6
Remuneration package: \$319,600
Appointed to position on 12 June 2012**

Since assuming the role of Executive Director, Office of the Director-General, Ms Davy has been responsible for the program management office, the strategic delivery directorate and the communication and engagement directorate. She is also the Department's Right to Information Officer.

In 2012, Ms Davy led a realignment of the Office of the Director-General to create a central point of contact for the work of the Director-General in support of all portfolios and ministers and to ensure the delivery of coordinated, quality and timely advice and parliamentary operations.

Since June 2012, Ms Davy also led the media and strategic and corporate communications functions of the Department. Key achievements included:

- the realignment of the communication, media and school promotions areas into a single directorate
- the continued rollout of the School Website Service, which now has more than 1,600 schools across the state using the service
- enhancing the school website for delivery on mobile devices
- the rollout of the new staff portal, which won a global intranet innovation award
- delivery of a new website, which connects all key sites across the Department for the first time
- continued support for *School A to Z*, which had more than 614,500 different people visit the site in 2012, accruing 7,037,322 page views and seeing the free mobile app chosen by Apple in the Australian App Store Rewind collection of best educational apps
- continued delivery of the school newspaper *Side by Side*, with new stories posted online and a digest of the most recent stories delivered as a printed newspaper eight times a year
- delivery of staff messages from the Director-General to promote understanding among all staff of the Department's key initiatives
- five communication workshops for school principals, parents and staff to help them promote their schools more effectively
- daily media support to promote increased transparency between the Department and the media and support for schools across the state during critical incidents
- support for the delivery of key events across the organisation, including Education Week.

As the Department's Right to Information Officer, Ms Davy continued to promote the proactive publication of new information and the online publication of departmental policies for immediate public access.

As chairperson of the Department's Enterprise Risk Management Group, Ms Davy led the governance of and

advocacy for, implementation of the Department's enterprise risk management framework.

Ms Davy also ensured that executive support systems were in place to process 1,010 letters to the Director-General, 3,094 items of ministerial correspondence and 998 briefing requests received in the six months from July to December 2012.

A key achievement in 2012 was the coordination and leadership provided by Ms Davy to the NSW Government's *Great Teaching, Inspired Learning* initiative. Ms Davy coordinated the consultation and feedback process for the discussion paper released in July. The release of the discussion paper started a three-month consultation period, which involved a purpose built website, a six-week online forum, the publication of submissions and stakeholder meetings. At the end of the consultation period in November 2012, 98 formal submissions had been received and 577 public comments posted on the online forum.

The Director-General of Education and Communities acknowledges that Ms Davy has satisfactorily undertaken her duties in accordance with her performance agreement.

Stephen Loquet, AdvCertOM, DipAppSc, DipIT, BBus, MBIT

Chief Information Officer
Senior Executive Service Level 6
Remuneration package: \$328,650

As Chief Information Officer for the Department, Mr Loquet leads the provision of state-of-the-art information and communications technology (ICT) systems and services to support the learning, teaching and administrative needs of the Department.

The Department's ICT environment has been ranked as the largest and most comprehensive in Australia, with more than 500,000 computing devices in 2,500 schools, colleges and corporate worksites across the state.

Mr Loquet and his team, the information technology directorate, are responsible for delivering and maintaining this environment, for delivering wide area network connections and internet access for all staff and students and for the maintenance and development of the electronic administrative, corporate and learning systems used across the Department.

As part of the directorate's support for major initiatives, Mr Loquet and his team continued to provide the technical services to underpin the *Learning Management and Business Reform* (LMBR) program and are gearing up to support the new *Student Administration and Learning Management* (SALM) system that will be fully integrated into schools and TAFE NSW.

Mr Loquet also led the information technology directorate in its continued support for the *Digital Education Revolution* program, which in 2012 delivered a further 60,000 wireless-enabled, next generation laptops to achieve a one-to-one ratio of computers to students in Year 9 to Year 12.

Under its flagship *Technology for Learning* (T4L) program, the information technology directorate continued its regular rollout of computer equipment to schools and, thanks to its close partnership with the regional IT teams, made significant progress on a set of T4L projects. These include the *Enhanced T4L Server and Services* project which is providing schools with the foundation for a more agile, responsive and adaptable set of ICT services to underpin initiatives such as *Local Schools, Local Decisions*. Another initiative, the *LAN Remediation Project*, is providing a more stable and robust local area network in all schools for better connectivity across learning spaces and a richer student learning experience.

In 2012, more than 1,000 primary schools were migrated to the new enhanced T4L environment, which included the rebuilding of more than 70,000 computing devices. More than 1,000 schools also had their local area networks assessed and remediated where required. The directorate also commenced development of a new software catalogue to provide easy access to a range of teaching and learning applications and began resource planning for the rollout

of the initiative to high schools and corporate offices from 2013.

In addition, Mr Loquet and his team continued to provide ICT leadership and core services to support TAFE NSW, delivering a range of customer-focused technology solutions to support their business objectives.

Mr Loquet also took a strategic role in several whole-of-government initiatives, including the *Data Centre Reform* project, the *NSW Government ICT Strategy* initiative and *Infrastructure and Managed Services Plan*.

The Deputy Director-General, Corporate Services acknowledges that Mr Loquet has satisfactorily undertaken his duties in accordance with his performance agreement.

Jason Ardler, BEcon

General Manager, Aboriginal Affairs

Senior Executive Service Level 5

Remuneration package: \$253,501

Appointed to the position on 29 May 2012

Mr Ardler led the Ministerial Taskforce on Aboriginal Affairs. The taskforce completed the second round of community consultations and held nine community forums across NSW. A taskforce report was submitted to the Minister in December 2012 and will contribute to the development of a new Aboriginal affairs strategy for NSW.

The *Aboriginal Land Rights Act (ALRA) Five-Year Periodic Review* was undertaken in accordance with the agreed project plan. Preparations are underway for 2013 consultations on the working group's report.

Mr Ardler supported the NSW Government's community partnership to drive Aboriginal language revival. Aboriginal Affairs is supporting the NSW Aboriginal Education Consultative Group to establish the NSW Centre for Aboriginal Languages Coordination and Development. The first progress report was submitted and the second funding instalment was provided.

The partnership with National Disability Services and AbSec was successfully secured. Non-government organisations in the disability and community services sector have commenced recruitment of Aboriginal trainees and cadets.

Guidelines on Aboriginal participation in construction were strengthened. To date, 19 projects have been nominated with a total contract value of approximately \$800 million. Participating agencies are setting targets with contractors to ensure Aboriginal people are employed on these projects.

The Chief Executive, Office of Communities, acknowledges that Mr Ardler has satisfactorily undertaken his duties in accordance with his performance agreement.

Joanne Bailey

Acting Chief Procurement Officer
Senior Executive Service Level 5
Remuneration package: \$253,501
Acting in position since 1 July 2012

Under Ms Bailey's leadership, the Department began preparations for accreditation under the NSW Procurement Board's Agency Accreditation Scheme for Goods and Services by 1 July 2013. Ms Bailey has driven engagement strategies with relevant stakeholders in the process and established a governance framework to support the accreditation and procurement reform processes within the Department.

Ms Bailey has led the procurement team through significant change, not only in respect to addressing the accreditation assessment areas of strategy, governance, processes, systems, reporting and capability, but also in relocating the team to Parramatta in October 2012.

Through strong strategic sourcing and contract and vendor management practices, the procurement team under Ms Bailey's leadership has continued to deliver value for money, achieving \$42 million in savings this financial year to date. These savings were generated through a range of centrally

established contracts, with student laptops and imaging devices continuing to be the strongest contributors.

In 2012, Ms Bailey continued to drive the strategic communications program to raise staff awareness about procurement policy and process and of available contracts and their benefits. These communications also included promotion of contracts that foster opportunities with Aboriginal people and people with disability.

For the period from July to September 2012, the Department spent more than \$2 million with suppliers registered with Supply Nation (formerly AIMSC) and National Disability Services.

Ms Bailey continued to support the procurement eSolutions team in growing the number of products available for purchase through the Department's electronic catalogue system. Use of these catalogues has streamlined processes for staff and suppliers and is proving extremely popular, particularly with schools.

Under Ms Bailey leadership in 2012, the procurement team continued to provide strategic advice and support to facilitate a number of supply solutions with the current sourcing program to deliver contracts valued in excess of \$180 million.

The Deputy Director-General, Corporate Services acknowledges that Ms Bailey has satisfactorily undertaken her duties in accordance with her performance agreement.

Cheryl Best, BEd (Hons), MEd (Hons)

General Manager, Learning and Development
Senior Executive Service Level 5
Remuneration package: \$253,501

Ms Best has successfully led the learning and development portfolio with a strong focus on collaboration and innovation. She has worked in close collaboration with state and regional colleagues and key stakeholders to ensure the

best possible learning outcomes for students in NSW public schools.

During 2012, Ms Best was responsible for the leadership, development and implementation of strategic policy and the provision of operational advice and resource development across the learning and development section of the schools portfolio.

Ms Best continued effective implementation of the Kindergarten assessment process in all primary schools. She expanded availability to *Best Start* software for all Kindergarten to Year 2 teachers, to generate early learning plans that address individual literacy and numeracy learning needs.

Early Action for Success, the Department's strategy to implement the *Literacy and Numeracy Action Plan*, combines high-quality leadership, a focus on individual students and early intervention to ensure students at risk of not achieving expected outcomes are identified and receive additional support. Ms Best oversaw the implementation of innovative and flexible models for each of the schools receiving an instructional leader. Fifty instructional leaders were appointed by the end of October 2012.

Ms Best led the Department's implementation plan for the introduction of NSW syllabuses incorporating the Australian curriculum. Over 3,600 teachers across the state registered for professional learning courses targeting the new syllabuses.

Ms Best provided ongoing support, recognition and professional development of teachers to improve the quality of all teaching. This included the delivery of:

- 700 courses and programs to improve teacher and school leader quality, accredited by the Department and registered with the NSW Institute of Teachers
- 1,820 registered professional learning sessions covering all elements of the professional teaching standards
- 84 state-wide leadership programs to prepare school leaders to meet key accountability requirements.

Ms Best oversaw the administration of NAPLAN tests to students in Years 3, 5, 7 and 9. An analysis of NSW results in the 2012 NAPLAN tests revealed that participation rates are the highest of all jurisdictions, students continue to excel in spelling and NSW is ranked first in numeracy for percentages of students in the highest band.

The Deputy Director-General, Schools acknowledges that Ms Best has satisfactorily undertaken her duties in accordance with her performance agreement.

David Collins, BA (Comm)

General Manager, State Training Services
Senior Executive Service Level 5
Remuneration package: \$272,975

In 2012, Mr Collins demonstrated strategic leadership and financial management in oversighting the \$198 million NSW training market which supported 74,659 learners. His initiatives have strengthened services and delivered improved outcomes for industry and individuals.

Mr Collins supported negotiations to transform the state's vocational education and training sector and advised on interagency negotiations leading to the signing of the *National Agreement on Skills and Workforce Development* and the *National Partnership Agreement on Skills Reform*. Together these agreements are worth \$2.9 billion to NSW over five years from 2012/13 to 2016/17.

Following successful management of the first phase of *Smart and Skilled* reform consultations, Mr Collins directed research and policy work that has shaped broader reforms to the NSW training system announced by the Minister in October 2012. Mr Collins is continuing to lead *Smart and Skilled* reform measures to be introduced in 2014. These include increasing access to subsidised training through a student entitlement across public and private providers, a more consumer-driven training system and strengthened quality measures.

Mr Collins successfully led State Training Services in securing contracts to deliver Commonwealth-funded Australian Apprentice Support Services in NSW from July 2012 until June 2014. The integration of these services with the state's regulatory functions will reduce red tape, provide a seamless one-stop shop, improve outcomes for learners and reduce duplication and confusion in the market.

Mr Collins' management of the *National Partnership Agreement on Youth Attainment and Transitions* resulted in \$15.8 million in reward funding from the Commonwealth. NSW achieved 97 per cent of its participation target, the second highest growth rate in youth participation in education and training for all jurisdictions.

Mr Collins delivered greater training opportunities through the *Productivity Places Program* with an additional 12,730 students commencing in 2012, bringing the total number of students funded to 112,225 since 2009.

In 2012, Mr Collins was responsible for the training and employment of approximately 164,000 apprentices and trainees. Most notable was that 37 per cent completed their training more than six months early. Mr Collins implemented initiatives to improve completions, including enabling registered training organisations to advise when competency has been achieved.

Mr Collins also oversaw the largest survey of apprentices and employers in NSW for the Board of Vocational Education and Training. Outcomes of the survey are supporting apprenticeship reform and strategies to increase the take-up of apprenticeships and completion rates.

Following a commitment by the Premiers of NSW, Victoria and Queensland, Mr Collins progressed negotiations on apprenticeship reform and cross-border issues. A memorandum of understanding is being finalised to increase communication between the states and streamline cross-border apprenticeship training. At a national level, Mr Collins is driving apprenticeship harmonisation to better support mobile learners.

Mr Collins continues to improve regional training and employment opportunities. Under the *Regional Training and Employment Training Strategy*, 319 jobseekers were funded to undertake training to meet local workforce needs. Pathways were developed for school leavers from vocational training into higher education with 30 people commencing higher education courses in health care and professional, scientific and technical services.

Under Mr Collins' direction, 1,439 retrenched or affected workers from 36 companies across the state were assisted with training and employment opportunities. He negotiated with the Commonwealth to co-establish a roaming fly-in-fly-out (FIFO) coordinator for NSW. The coordinator will support workers affected by structural adjustment and connect them to workforce demands in key industries.

Mr Collins remained committed to closing the gap on Aboriginal training and employment. In 2012, \$4.1 million was provided for training 1,271 Aboriginal people. Customised training was provided for 56 Aboriginal learners for pre-vocational training at the certificate II level and 31 learners for diploma qualifications. Mr Collins developed the - *Regional Aboriginal Small Business Trades Pathway*, which targets up to 250 graduating Aboriginal apprentices each year and assists them to start a small business in regional NSW. Training, employment and cadetship pathways were also established for 205 Aboriginal front-line workers in mental health and community services.

The Chief Executive, Office of Education acknowledges that Mr Collins has satisfactorily undertaken his duties in accordance with his performance agreement.

Murat Dizdar, BEd

Regional Director, South Western Sydney

Senior Executive Service Level 5

Remuneration package: \$253,501

Appointed to position on 26 March 2012

Mr Dizdar's leadership focuses on utilising the diversity of voices in south-western Sydney, ensuring the continuity of all regional operations with a clear alignment to the individual needs of students and schools, through the flexible management of staff, assets and resources with greater local authority. A leadership approach of high visibility, individual attentiveness and response demonstrated by extensive approachability and transparency, has been exceptionally valued by all stakeholders during a period of considerable educational reform.

As regional director, Mr Dizdar led 10 school education groups responsible for the education of more than 132,000 students in 276 schools, 12,000 teachers and 3,000 support staff. This educational precinct has 64 per cent of its students from a language background other than English, the highest number of refugee students in Australia and 26 per cent of the state's enrolment of students with special needs. Appropriately placing educational initiatives and programs to optimally cater for this student base has been a trait of Mr Dizdar's leadership.

Explicit performance management through coaching and collaborative leadership of 10 school education directors and 12 acting or relieving senior officers has resulted in professional influence, shaping a positive cultural change responsive to the current education reform agenda.

Mr Dizdar led effective implementation of the *Regional Strategic Priority Areas 2012-2014*, including achievement of targets for all students in literacy and numeracy in NAPLAN results. He also oversaw effective implementation and leadership of eight instructional leader models through *Early Action for Success: Literacy and Numeracy Action Plan* within Bankstown, Campbelltown, Liverpool and Ingleburn school education groups.

Mr Dizdar led an effective and thorough implementation of change culture through the Department's *Every Student, Every School* initiative across a significant cohort base of 19,500 students requiring adjustment to learning and support. Crucial to success was the implementation of a regional communication strategy and staffing assignment of 355 full-time equivalent (FTE) learning and support teachers that was supported and highly valued by principals. In addition, 25 special schools as centres of expertise commenced approved projects and facilitated local network strategies.

Mr Dizdar gave ongoing leadership and support to 24 regional preschools to ensure they completed the self-assessment process and the completion of quality improvement plans to meet the requirements of the *National Quality Framework*. Under his leadership, over 900 customised registered leadership and professional learning courses were delivered, aligned to the *National Professional Standard for Principals* and *National Professional Standards for Teachers*, an increase of 23 per cent in professional learning offerings from 2011 to 2012 within the region.

Mr Dizdar continued successful implementation of the *Low Socio-economic Status School Communities National Partnership* in 115 schools and the transition of 20 reform initiative schools to sustainable practice for enhanced instructional and transformational leadership for improved student outcomes.

Mr Dizdar oversaw the monitoring and evaluation of the performance of seven schools leading the *Smarter Schools* initiative in the region.

Year 9 to Year 12 student enrolments in VET increased by 39.2 per cent from 2010 to a total of 8,770 students in 2012. Access to VET through broadened pathways, including further expansion of trade training centres with delivery of certificate III qualifications, is occurring in five regional high schools.

Mr Dizdar also led and facilitated the engagement of 38 south-western Sydney schools under the *Empowering Local*

Schools National Partnership, providing for greater authority and decision-making at the school level.

The Deputy Director-General, Schools acknowledges that Mr Dizdar has satisfactorily undertaken his duties in accordance with his performance agreement.

Dr Jenny Donovan, DipEd, BA, MA (Hons), PhD

General Manager, Strategic Information and Reporting

Senior Executive Service Level 5

Remuneration package: \$263,240

In 2012, Dr Donovan provided important leadership in overseeing the creation of the strategic information and reporting directorate and the establishment of the Centre for Education Statistics and Evaluation.

Her directorate is responsible for data collections, analysis and performance reporting required to meet national agreements and important external reporting requirements. Dr Donovan also oversees the reporting and evaluation of school national partnerships and she played a vital role in the negotiation of several teacher quality partnerships.

Under her management, her directorate has delivered in-depth strategic analyses in support of high-level decision-making by the Department and the NSW Government, including work on the educational journey of Aboriginal students and the performance of small schools in NSW. Dr Donovan's leadership has delivered achievements of national significance, including a tool to provide greatly improved accuracy in the profiling of educational disadvantage in schools.

The Centre for Education Statistics and Evaluation is a dedicated hub for analysis and understanding of education program effectiveness in NSW. Dr Donovan's leadership achieved critical milestones in the establishment of the centre, including the development of a business case for funding and the commencement of its publication program.

Dr Donovan managed the formation of the centre's advisory council, which included international experts with global reputations and provided high-level support for their inaugural meeting, ensuring that it was successful and laid sound foundations for the centre's work program.

Other key achievements included:

- leading the national effort to agree consistent measures and definitions for Year 12 completion and attainment to inform policy-making and measurement against national targets
- a regular meeting with deans to explore opportunities to improve the quality of teaching by influencing initial teacher education, recruitment and appointment
- a sophisticated analysis of sources of disadvantage for students from language backgrounds other than English that informed subsequent iterations of the index of community socio-educational advantage (ICSEA) reported on the My School website and other analyses of performance data
- coordinating and driving the state's evaluation of the *Smarter Schools* national partnerships in public and non-government schools to deliver valuable performance data to the Commonwealth about the impact of the partnerships and inform future policy and programs
- making performance reports more transparent and broadly available by creating new ways to provide high-quality performance, analysis and reports to governments and the community
- strengthening the evidence base available to inform better educational practice through publications, public forums, analysis and reports
- development of the Department's information management and business intelligence strategies
- regularly bringing together senior executives from across the Department to develop a coordinated and strategic approach to improving access to information for evidence-based decision-making

- overseeing the executive's endorsement of a new governance model for future information management and business intelligence
- developing cross agency information sharing through participation and representation of the Department in numerous forums, both state and national.

The Chief Executive, Office of Education acknowledges that Dr Donovan has satisfactorily undertaken her duties in accordance with her performance agreement.

Martin Graham, MA, MPP (Hons)

Deputy Chief Executive, Office of Education Senior Executive Service Level 5

Remuneration package: \$282,715

Prior to 14 August 2012, Mr Graham held the position of General Manager, External Relations Policy

In his role as deputy chief executive of the Office of Education, Mr Graham has provided important strategic leadership in negotiations with the Commonwealth, state and territory governments and education stakeholders to progress issues such as funding reform and the development of effective policies for education and training in NSW.

Mr Graham made a vital contribution to the state's links with the Commonwealth through his coordination of participation in national partnerships and other projects across the education sector, including negotiations for a proposed national partnership on early childhood education and care.

He has also continued to lead the coordination of NSW Government positions and the development of specific policy areas for national forums including the Standing Council on School Education and Early Childhood, the Standing Council on Tertiary Education, Skills and Employment and related senior officials committees.

In undertaking his responsibilities for higher education, Mr Graham continues to oversee the implementation of the

Universities Governing Bodies Act 2011, which has seen universities exercise greater flexibility.

Mr Graham manages the operation of Section 21A of the *Education Act 1990*, which prohibits non-government schools operating for a profit from receiving public funding.

Significant achievements during the reporting period included:

- policy positions developed for meetings of the COAG Standing Council on Tertiary Education, Skills and Employment (SCOTESE), the National Senior Officials Committee (NSOC), the Standing Council on School Education and Early Childhood (SCSEEC), the Australian Education, Early Childhood Development and Youth Affairs Senior Officials Committee (AEEYSOC), the Strategic Policy Working Group (SPWG), principals' committees, working groups and ministerial companies
- commencing the NSW Government's review of agricultural education and training with a discussion paper published, advisory committee established and consultations undertaken
- gaining SCSEEC agreement to include "close the divide" between rural and urban students as a key reform area in the SCSEEC strategic framework
- negotiation of the *Empowering Local Schools National Partnership* and implementation plan, which will result in increased local decision-making capacity around budget, staffing and governance decisions in NSW public schools
- delivery of the *Empowering Local Schools National Partnership* progress report to the Commonwealth
- timely completion of the *Smarter Schools* national partnerships progress and annual reports worth \$159 million to the state
- negotiating the cross-sectoral *National Partnership Agreement on Rewards for Great Teachers* with the Commonwealth, ensuring an effective outcome for the three NSW school sectors and the NSW Institute of Teachers

- data analysis to shape government policy in regard to the Gonski review
- development of a risk management process and milestone database to ensure that national partnership milestones across the Department are monitored
- an increase in the number of schools audited under the routine not-for-profit audit program
- delivery of the *Tertiary Pathways Review* to the Government
- collaboration between TAFE NSW, universities and industry to get pathways projects underway in engineering, accounting and early childhood
- agreements for Australia's schools and TAFE institutes to minimise the costs of copyright
- a comprehensive national submission to the Australian Law Reform Commission promoting significant reform in the regime for charging education institutions to use digital and other materials in teaching and learning.

The Chief Executive, Office of Education acknowledges that Mr Graham has satisfactorily undertaken his duties in accordance with his performance agreement.

Maria Gray-Spence, GradDip (TESOL), DipEd, BA, MEd

Regional Director, Illawarra and South East
Senior Executive Service Level 5
Remuneration package: \$282,715

Ms Gray-Spence has demonstrated outstanding leadership and management of the Illawarra and South East region with responsibility for more than 69,000 students in 228 schools and the work of more than 4,700 teachers, 1,000 support staff and 70 regional staff.

As regional director, Ms Gray-Spence has a transparent and consultative approach to working with all stakeholders and has built positive and highly effective working relationships. These relationships allowed Ms Gray-Spence to develop

in the region a culture of high expectations, continuous improvement, shared responsibility and distributed leadership.

Ms Gray-Spence communicated a clear vision of the region's priorities in 2012 resulting in a sharpened, refocused and strategic approach to supporting schools in improving student learning outcomes. Of particular importance has been the relentless commitment of Ms Gray-Spence to improving outcomes for Aboriginal students, leading to a range of successes in NAPLAN and the HSC.

Ms Gray-Spence actively fostered the leadership aspirations of employees through a range of innovative programs, reflecting her strong commitment to developing the next generation of school leaders in the region.

Ms Gray-Spence provided strategic leadership and management in all matters relating to the education of students in public schools in the region. Under her leadership, schools in the region have received targeted support to improve student learning outcomes, with a strong focus on local strategies to address the specific priorities of school communities.

Ms Gray-Spence confirmed her commitment to improving outcomes for Aboriginal students through a number of innovative programs. The *Djingga* program, delivered in partnership with the University of Wollongong and TAFE NSW - Illawarra Institute, ensures entry to teacher training for targeted Aboriginal students. The success of the program will see it continue in 2013. The *No Gap: No Excuse* cultural awareness package supports schools in learning about Aboriginal history and culture. Developed in consultation with the Upper and Lower South Coast Aboriginal Education Consultative Groups, the package was delivered with the support of communities and acknowledged with the 2012 Nanga Mai Award for Outstanding Regional Innovation. The success of these initiatives demonstrate the value Ms Gray-Spence places on strengthening relationships with Aboriginal students, parents and communities.

Developing leadership capacity at all levels was a focus of regional activity in 2012 and included a wide range of

professional learning opportunities focused on leadership for all employees. The region developed the *NextGen Leadership* initiative, providing guided support for teachers aspiring to executive positions. The region also worked with the University of Wollongong to implement the Aboriginal teacher mentor and Aboriginal teacher leadership programs.

In 2012, a wide range of literacy and numeracy programs were implemented across the region, ensuring all schools had access to high-quality evidence-based support specific to the needs of their students. Much of this work focused on increasing the proportion of students achieving proficiency in literacy and numeracy. 2012 NAPLAN results in a number of areas are evidence of the value of such targeted literacy and numeracy programs.

In consultation with the regional Secondary Principals' Council, Ms Gray-Spence led the development of a strategy to improve HSC results in all schools across the region. The strategy included professional learning focused on data analysis, quality systems for school-based monitoring of the HSC and quality teaching.

The region implemented the *In2Uni* program in partnership with the University of Wollongong, providing support to 1,500 students from low socio-economic backgrounds to enrol in tertiary studies. The region has also successfully managed the implementation of *Every Student, Every School*, providing support for students with disability.

Ms Gray-Spence contributed to the interagency profile of the Department through her work with the Regional Leaders Group and development of the Illawarra, South Coast and the Southern Highlands Regional Action Plans.

Ms Gray-Spence has made it a priority to visit schools across the region and places a high value on these opportunities to engage with principals, teachers, students and parents.

The Deputy Director-General, Schools acknowledges that Ms Gray-Spence has satisfactorily undertaken her duties in accordance with her performance agreement.

Mark Howland, DipMktg, BEd, MA, FAICD

Chief Executive Officer, DEC International & TAFE NSW National Business

Senior Executive Service Level 5

Remuneration package: \$263,240

Mr Howland is responsible for delivering the key objectives of this portfolio, including the provision of a coordinating, monitoring, reporting and business development point for international operations within the Department. This includes marketing and recruitment of international students for TAFE NSW and NSW public schools, international projects and high-level international delegations. This portfolio also includes the TAFE corporate brand and website, NSW Adult Migrant English Service (AMES), the TAFE NSW customer information and referral service and TAFE NSW National Business. The latter two areas were devolved to TAFE NSW institutes during this reporting period.

In 2011/12, DEC International attracted over \$94 million in revenue. NSW public schools increased their international student market share in NSW to 64.5 per cent from 58.4 per cent and nationally to 17.7 per cent from 16.3 per cent.

Nineteen international school students were inducted as International Ambassadors.

There was a 4.5 per cent increase in temporary residents attending NSW public schools with 9,589 enrolments. Enrolments increased from non-traditional markets including Indonesia, Japan, the Philippines, Brazil and Pakistan. The study tours unit arranged visits to schools for 165 groups, comprising over 5,568 visitors.

DEC International worked with universities on streamlined visa processing for AQF diploma to degree programs. The TAFE NSW English Language Testing Centre was launched, offering Test of English as a Foreign Language (TOEFL) exams. TAFE NSW scholarships were introduced. Thirty-three international students enrolled in TAFE NSW higher education programs.

Engagement rates exceeded projected targets for the TAFE NSW Facebook, YouTube channel and Twitter accounts. Six short films were recognised at the 2012 TAFE Clips Video Competition, creating so much interest that the competition YouTube channel achieved more than 10,000 hits in one day.

DEC International hosted 33 high-level international delegations from eight different countries. Under Mr Howland's leadership, DEC International continued to develop commercial markets in China through offshore representation and the signing of three memoranda of understanding with provincial government departments. New business development opportunities were identified for TAFE NSW institutes for projects in Botswana, United Arab Emirates, China and Malaysia, including signing a memorandum of understanding with a large Chinese corporate entity.

Mr Howland represents NSW on the Joint Committee on International Education and was a member of the NSW International Education and Research Taskforce.

The Managing Director of TAFE NSW and Deputy Director-General, TAFE and Community Education acknowledges that Mr Howland has satisfactorily undertaken his duties in accordance with his performance agreement.

Trish Kelly, MBA, DipEd (Nursing)

General Manager, Human Resources

Senior Executive Service Level 5

Remuneration package: \$292,450

Retired from position on 14 December 2012

As general manager, human resources Ms Kelly provided strategic direction and led the implementation of human resource strategies, policies and programs across the Department.

In 2012, new five-year strategic plans for human resources, Aboriginal human resources development and workforce diversity were released to provide the direction for improving the quality of the Department's workforce, increasing

employment and leadership development opportunities for Aboriginal people and creating a fair and inclusive working environment.

Under Ms Kelly's leadership in 2012, public schools were staffed with high-quality teachers. New staffing procedures were implemented from the commencement of Term 4 2012 providing schools with increased decision-making in school staffing.

The proportion of Aboriginal people employed by the Department increased from 2.8 per cent in June 2011 to 3.2 per cent of staff in 2012. This was achieved through a range of strategies including the appointment of 95 Aboriginal school teachers in the 2011/2012 staffing operation and 104 in the 2012/2013 staffing operation (as at February 2013), the appointment of 16 Aboriginal people to school administrative and support staff positions identified for Aboriginal people and 31 teachers participating the *Aboriginal Teachers Leadership Program*.

Ms Kelly continued to oversee the key teacher supply initiatives such as the teacher education scholarship program, including scholarships for Aboriginal people and retraining programs to address potential school teacher shortfalls.

During 2012, Ms Kelly's leadership ensured the provision of capability development opportunities and workforce management strategies for corporate staff. The *Current and Aspiring Leaders Program*, the *Executive Development Program for Women* and a communications skills and customer service strategy are examples of these initiatives.

Ms Kelly was responsible for driving the implementation of reform initiatives to support the *Smarter Schools* national partnerships, including the Highly Accomplished Teacher and paraprofessional initiatives. The human resources directorate also continued to work with the Australian Institute of Teaching and School Leadership and the NSW Institute of Teachers to ensure NSW public schools are well informed of the process for transition to the *Australian Professional Standards for Teachers* and in relation to the development of the *Australian Teacher Performance and Development Framework*.

In 2012, Ms Kelly provided expert advice to guide the implementation of significant organisational realignments and represented the Department in the development of sector-wide human resources reforms.

The Deputy Director-General, Corporate Services acknowledges that Ms Kelly has satisfactorily undertaken her duties in accordance with her performance agreement.

Dr Phil Lambert PSM, DipTeach, BEd, MEd

Regional Director, Sydney
Senior Executive Service Level 5
Remuneration package: \$292,450

Dr Lambert's contribution to education and leadership in NSW was formally recognised in the 2012 Queen's Birthday Honours when he was awarded the Public Service Medal.

In 2012, Dr Lambert used analysis of performance data to set priorities, inform regional planning and enhance student learning in Sydney region. He guided the work of the regional leadership team of eight school education directors and three school development officers to ensure that the results of the 228 schools in the region continued to show upward trends across various measures.

He maintained a culture of continuous improvement through the region's governance model that reflected the priorities of the Department and parents' and principals' groups in Sydney region.

Significant achievements during the reporting period included:

- targeted interventions in specific schools to address particular performance concerns
- a comprehensive review of writing in the region's schools
- a comprehensive leadership development program supporting the professional learning needs of school

leaders including *Platform*, a program the region co-developed with the Hay Group

- the *How, What and Gen Y* initiative, involving mentoring for a sample of young teachers in the Sydney region and individualised career planning
- high-quality regional art, drama, film and poetry festivals including; the Koori Art Expressions exhibition at the Powerhouse Museum, the Breaking the Silence poetry and art exhibition at the Department's Bridge Street office, the Films By The Sea festival, the Poetry Object exhibition at the State Library and the DanceSport Challenge initiative
- co-hosting the national Breaking the Silence conference with the White Ribbon Foundation, highlighting how schools in Sydney region are implementing primary intervention programs to address the issue of violence against women and girls.

Dr Lambert maintained strong relationships with Sydney region's partners from the tertiary sector, parent and community groups, principals' associations, non-government organisations and the business community. He used various opportunities to highlight the many achievements of schools in the region.

Dr Lambert also contributed to the debate and literature in education and, in 2012, he presented at the Australian Council of Education Leaders national conference in Brisbane and the Australian International Education Conference in Melbourne. He also presented a lecture at Nanjing Normal University in China entitled "What educators in China and Australia can learn from each other" and had his article "Gen Ys and Leadership: Is there an app for that?" published in the *Australian Educational Leader* journal.

In 2012 Dr Lambert represented the Department and NSW on various groups and boards including:

- the Australian Children's Television Foundation Board
- the NRL Central Advisory Committee
- the University of Sydney Dean's Advisory Board
- the Conservatorium of Music Interim Steering Committee

- the Dean's Advisory Board of Notre Dame University
- the Department's Confucius Institute.

In addition, Dr Lambert continued his links with the tertiary sector as Adjunct Associate Professor at the University of Sydney and Adjunct Professor at Nanjing Normal University in China. Dr Lambert is both a Fellow of the Australian College of Educators and a Fellow of the Australian Council of Educational Leaders. He is committed to lifelong learning and has been studying Mandarin for three years.

The Deputy Director-General, Schools acknowledges that Dr Lambert has satisfactorily undertaken his duties in accordance with his performance agreement.

Robyn McKerihan, BEd, MBA

Regional Director, Local Schools, Local Decisions
Senior Executive Service Level 5
Remuneration package: \$292,450
Commenced in role on 12 March 2012

Ms McKerihan commenced in her role as regional Director, *Local Schools, Local Decisions* in March 2012. This appointment recognised her outstanding leadership qualities and ability to manage change in a rapidly evolving environment.

With continued and relentless focus on the educational results of all organisational activity, Ms McKerihan has proved ideally suited to lead the implementation of the NSW Government's signature education reform. Ms McKerihan brings a deep understanding and experience of the policy and operational arms of the Department ensuring coordinated effort across all reform initiatives.

In 2012, she has seamlessly guided transition of the *Local Schools, Local Decisions* reform into the implementation phase, meeting all objectives for key departmental, Government and national initiatives, in a consultative way with schools, regions, directorates and stakeholder groups.

As *Local Schools, Local Decisions* is the Department's key strategic initiative driving organisational change, Ms McKerihan is responsible for providing expert advice to ensure that its implementation is educationally sound and better underpins the work of schools.

She has coordinated high-level governance for major projects and programs across the Department to ensure the successful design and implementation of key reform initiatives. This has involved overseeing efforts at effective collaboration with the *Learning Management and Business Reform* (LMBR) for school administration and learning management.

A central change of the *Local Schools, Local Decisions* reform is the development and implementation of a new funding model. The new Resource Allocation Model (RAM) is designed to achieve a simpler, fairer and more transparent distribution of public school funding and will transform the way resources are managed in our school system. Ms McKerihan has provided strategic leadership to the development of the RAM, establishing effective governance and consultative structures to successfully resolve evolving technical, policy and communications challenges.

Building on her extensive experience in establishing strategic relationships, Ms McKerihan maintained productive partnerships and successful lines of communication with the education community's key stakeholders, including principals' groups, parents and citizens' associations and the NSW Teachers Federation.

Ms McKerihan is also responsible for the effective and efficient implementation of the *Empowering Local Schools National Partnership*. The 229 participating schools are piloting key initiatives critical to the successful system level implementation. Ms McKerihan has overseen the ongoing and highly responsive program of professional learning, training and individualised support services for these schools.

The Deputy Director-General, Schools acknowledges that Ms McKerihan has satisfactorily undertaken her duties in accordance with her performance agreement.

Phillip Peace, BCom, FCPA, ACIS, ACHSM

Chief Financial Officer
Senior Executive Service Level 5
Remuneration package: \$263,240

As chief financial officer, Mr Peace provided strategic and expert advice ensuring informed decision-making across the Department, particularly in relation to the financial implications of those decisions.

Under Mr Peace's leadership throughout 2012, the Department's corporate finance function continued to implement reforms initiated in 2011 to enhance the provision of financial information and advice, enabling improved decision-making to meet service delivery responsibilities.

Improved fiscal and budget management across the Department has been a key focus under Mr Peace's leadership. Mr Peace has led the continuous improvement in financial controls and risk management practices, enhancement of financial policies, processes and procedures and reporting that meets user requirements.

The production of accurate, timely and transparent financial information and reports to assist executive stakeholders in the decision-making process has been another focus area of the finance directorate under the leadership of Mr Peace. This advice has contributed to improved decision-making and supported the Department to remain within budget for the 2011/12 financial year.

The financial statements for the Department of Education and Communities (including TAFE Commission) for 2011/12 were prepared in accordance with applicable Australian accounting standards.

Under Mr Peace's leadership, a project to revalue the Department's building assets was commenced, to address a modified audit opinion relating to the valuation of buildings in the Department's 2011/12 financial statements.

Mr Peace also coordinated the Department's financial data included in the Australian Curriculum Assessment and Reporting Authority's My School website and the *National Report on Schooling in Australia*.

Further, Mr Peace's leadership has ensured the engagement and active participation of the finance leadership team in the development of requirements under the *Learning Management and Business Reform* (LMBR) program to enhance business and student administration and learning management systems.

The Deputy Director-General, Corporate Services acknowledges that Mr Peace has satisfactorily undertaken his duties in accordance with his performance agreement.

David Phipps, GradDip EdStud, DipTeach, MEd

Regional Director, Western Sydney
Senior Executive Service Level 5
Remuneration package: \$253,501

Mr Phipps has provided strategic leadership and management in public schools and preschools in western Sydney in 2012. He has effectively led the regional management team and regional staff to ensure the delivery of quality support to principals, staff and communities across the region's schools.

He has provided excellent leadership in the development and implementation of the *Public Schools NSW Strategic Directions 2012-2014* priority areas.

Mr Phipps has focused the work of regional staff to ensure that service delivery supports improved student outcomes through evidence-based decision-making and planning. He has astutely focused regional operations on emerging challenges and opportunities and led consultation and implementation towards the reform agenda in public schools in western Sydney.

Mr Phipps has provided strong financial leadership and management ensuring efficient operation within the regional budget. Through his consultative approach, he continues to demonstrate his capacity to provide informed, accurate, timely and strategic advice in policy, operational and issues management matters.

Mr Phipps has led a culture of high expectations and achievement. He is highly visible in his engagement with school leaders, staff, students and parents and has maintained continuous improvement through the region's governance model.

During 2012, Mr Phipps has provided strong and strategic leadership and he has placed significant emphasis on building and enhancing the capacity of the regional leadership team to achieve regional and state priorities to high level.

Key achievements in 2012 include his leadership of the reform agenda in western Sydney, in particular his decisive and strategic leadership of a new model to replace regions, the consultation and implementation of the *Local Schools, Local Decisions* reforms, along with the *Empowering Local Schools National Partnership*. Mr Phipps has ensured ongoing implementation and support for the *Learning Management and Business Reform (LMBR)* program to replace the existing finance system in schools and the introduction of *Student Administration and Learning Management (SALM)* in the 29 schools under the national partnership in the region.

Through his regional team, Mr Phipps led the successful implementation of the *Every Student, Every School Learning and Support Framework* and the allocation of resources through the *More Support for Students with Disabilities National Partnership*. Under Mr Phipps' leadership, the region has been a leader in the implementation of the *Early Action for Success* program and providing staff development in preparation for the Australian curriculum.

The region's review program, *Focus Support School (FSS)*, was run in 16 identified schools. He initiated and established clear expectations in leadership development, teacher quality, student achievement and Aboriginal education.

Mr Phipps consolidated outstanding partnerships and relationships with principals' groups, the regional NSW Aboriginal Education Consultative Group, parents and citizens' associations, TAFE NSW, the University of Western Sydney, Macquarie University, the corporate sector and community organisations to assure the strongest support for education in the region.

The region's *Bridges to Understanding* strategy, including a partnership with the University of Western Sydney, was expanded and gained wider recognition. Mr Phipps led a delegation from the region and the University of Western Sydney to Chinese education bureaus in Shanghai, Ningbo and Zhengzhou and signed a new memorandum of understanding with Ningbo.

The *Positive Behaviour for Learning* strategy expanded with increased support to schools and greater collaboration across learning communities. Regional student services staff are trialling direct lodgement of all attendance matters with the Children's Court and have established inter-agency cooperation.

Mr Phipps has worked closely with regional and state asset management units to respond and plan for the rapidly developing north-west sector of the region. This has resulted in acquisition of a temporary school for specific purposes (SSP) opened in 2012 and planned construction of a new SSP, high school and primary school for 2015.

Mr Phipps continued to contribute to state-wide agendas and policy development as a senior member of the public schools executive group. He made a significant contribution to inter-agency collaboration and cooperation as a foundation member of the western Sydney regional leadership group.

The Deputy Director-General, Schools acknowledges that Mr Phipps has satisfactorily undertaken his duties in accordance with his performance agreement.

Frank Potter, DipTeach, BA, MEd

Relieving Regional Director, Hunter Central Coast

Senior Executive Service Level 5

Remuneration package: \$237,031

Relieving in position since 12 March 2012

Mr Potter provided strong leadership for the Hunter and Central Coast region during a period of significant change, building the capacity of relieving school education directors and school development officers.

Mr Potter championed the Department's reform agenda by integrating positive messages about new ways of supporting schools into the work of every school education director in the region, as well as actively promoting the educational benefits of the changes to all regional and school staff and members of the region's wider school community.

Mr Potter's leadership approach is characterised by transparency and accessibility, continuing a strong tradition of collaboration in the Hunter and Central Coast region. As a result, key educational stakeholders respect the value of public education and trust that the region's strategic priorities will lead to improved educational outcomes for students.

Mr Potter has led the region's implementation of the *Strategic Directions Statement 2012-14*, supporting 296 schools across 10 school education groups. Approximately 50 per cent of regional targets for all students in literacy and numeracy NAPLAN results were met with a stronger performance in literacy across the region. Regional trends in numeracy reflected state-wide trends. Secondary attendance increased to 87.9 per cent in 2012, representing a 0.2 per cent increase from 2011.

Effective implementation and leadership of three instructional leaders through the *Early Action for Success* program across four schools embedded improved classroom practice and personalised learning for students. Effective implementation of *Every Student, Every School* served to meet the needs of each individual school. Establishment of

13 schools for specific purposes (SSPs) as centres of expertise assisted schools in the region to respond to the needs of students with disability.

The strong and effective partnerships between local Aboriginal Education Consultative Groups and schools have been acknowledged. Mr Potter has strengthened productive and cooperative relationships with principals' organisations, parents and citizens' associations and other educational interest groups.

Mr Potter led the provision of 135 professional learning courses across all seven key priorities areas to 7,583 teachers. He also oversaw the appointment and mentoring of 19 Highly Accomplished Teachers (HATs) in 15 low socio-economic status schools and four centres of excellence.

Mr Potter ensured that each of the region's 12 preschools (including one designated Aboriginal preschool) effectively implemented the changes required under the *National Quality Framework* and from the start of 2013, each preschool will provide the required attendance patterns.

Uptake of professional accreditation increased, with two teachers gaining accreditation at professional leadership and a further 33 are in the process of accreditation at professional leadership or professional accomplishment levels.

Gateshead and Gateshead West Public Schools were successfully amalgamated to form Wiripaang Public School to expand the scope of learning opportunities in the Gateshead area. The amalgamation was well received by the local school communities.

Through participation in the *Empowering Local Schools National Partnership*, Mr Potter has supported and increased the capacity of 29 schools to meet their new responsibilities under *Local Schools, Local Decisions*.

Mr Potter delivered a range of additional learning opportunities for students through a variety of programs including *Targeted Early Numeracy, Taking Off with Numeracy, Focus on Reading, Quick Smart, MultiLit, L2,*

L3, *Accelerated Literacy* and Teaching English Language Learners' training and Refugee Students in my Classroom training.

The region has the highest overall state participant numbers in all five online learning courses for classroom teachers who have students with disability in their regular classes, with a particularly high completion rate of 97 per cent.

The Deputy Director-General, Schools acknowledges that Mr Potter has satisfactorily undertaken his duties in accordance with his performance agreement.

Kathy Rankin, BEd

**General Manager,
TAFE Training and Education Support
Senior Executive Service Level 5
Remuneration package: \$272,975**

Ms Rankin's key focus in 2012 was to provide products and services that help TAFE NSW institutes respond quickly and flexibly to evolving labour market and skilling requirements.

Ms Rankin managed the transfer of the TAFE NSW delegations from NSW Vocational Education and Accreditation Board (VETAB) to the Australian Skills Quality Authority (ASQA) to vary scope of registration and accredit courses. This required oversight of data on the TAFE NSW course information system for 680 training package qualifications, 166 skill sets/statements of attainment and the development of 19 accredited courses. During 2012, there were 780 courses deleted and 1,373 courses added to the TAFE NSW scope of registration with twice-monthly reports submitted to ASQA and three accreditation council meetings. Ms Rankin led the TAFE NSW participation in the ASQA national review of the operations of delegated authorities, which resulted in an extension of the delegations for TAFE NSW.

Ms Rankin's portfolio was expanded to include management of the TAFE NSW higher education unit, overseeing compliance with the Tertiary Education Quality and

Standards Authority (TEQSA) and the delivery of higher education qualifications (including an associate degree and bachelor degrees) in the areas of accounting, applied finance, early childhood, information technology and 3D art and animation.

Ms Rankin led the development of TAFE NSW contractual and articulation arrangements with four partnering universities and two industry partners for graduates of the TAFE NSW Associate Degree in Accounting to move into the third year of a relevant degree at partnering universities. This new qualification commenced delivery in semester 2.

Ms Rankin built on her strong relationships with employer and employee bodies to develop training products for emerging industry workforce needs, including the national *Foundation Skills Training Package* to support language, literacy and numeracy development in a workplace context. She further cemented the relationship with the NSW Ministry of Health for pre-service delivery of enrolled nurse training and negotiated additional funding for all institute-enrolled nurse training delivery.

Ms Rankin undertook a key coordination role in strengthening risk management and capability development in equine training. Working closely with independent industry experts, TAFE NSW is now leading good practice through use of the TAFE NSW *Procedures for the Delivery of Equine Training*, endorsed by the Department's work health and safety committee. These procedures aid adoption of the *Australian Horse Industry Council Code of Practice*.

Under Ms Rankin's leadership, technology-enabled capability development was undertaken through 40 TAFE Connects sessions, with 3,195 teachers participating in on-line webinars and the expansion of eCommunities, including a language, literacy and numeracy hub and a sustainability hub.

The Managing Director, TAFE NSW and Deputy Director-General, TAFE and Community Education acknowledges that Ms Rankin has satisfactorily undertaken her duties in accordance with her performance agreement.

David Riordan, GCM, DipTeach, BA, MEd

Institute Director, TAFE NSW - Sydney Institute Senior Executive Service Level 5 Remuneration package: \$292,450

Mr Riordan is a member of several high-profile education committees including the international vocational and community education alliance RC-2020, the International Education Association of Australia and Australian Qualifications Framework Council's International Alignment Committee. In 2012, Mr Riordan provided strong leadership to TAFE NSW - Sydney Institute to focus on internationalisation, higher education and positioning the institute for a sustainable future through business reforms.

TAFE NSW - Sydney Institute's achievements as a provider of VET in a global environment received national recognition by winning the inaugural award of International Training Provider of the Year at the 2012 Australian Training Awards. TAFE NSW - Sydney Institute has been operating in the international market for 25 years and has 56 per cent market share of TAFE NSW delivery, with more than 3,700 students across 75 countries. The award celebrates the Institute's achievement as an institute of influence with a global profile that has attracted local and international customers and prepared them for work anywhere in the world. TAFE NSW - Sydney Institute now has an enviable reputation as a public provider of international education.

Mr Riordan strengthened global connections when accompanying the NSW Premier on business missions to India and China. As a result of these missions, TAFE NSW - Sydney Institute signed a contract with Gujarat NRE Coking Coal for the delivery of enterprise training to trainers in Gujarat. One of TAFE NSW - Sydney Institute's key Chinese partnerships is with Liaoning Information Vocational Technology College (LNIVTC) in northern China to provide a "2+1 articulation pathway" for hospitality and business students. The students study two years in China and then articulate into the final year of an AQF advanced diploma at TAFE NSW - Sydney Institute.

In March 2012 TAFE NSW - Sydney Institute's first six students graduated in the inaugural TAFE NSW Bachelor of Design (Interior Design). Students celebrated this milestone at a ceremony at NSW Parliament House where the NSW Minister for Education officially launched TAFE NSW higher education. The institute also introduced three new degrees:

- Bachelor of Applied Finance (Financial Planning)
- Bachelor of 3D Art and Animation
- Associate Degree of Accounting.

TAFE NSW - Sydney Institute achieved many outstanding successes which have been recognised through a range of awards. The institute was a winner at the 2012 NSW Training Awards in the categories of NSW Vocational Student of the Year and Excellence in Trade Skills. The institute was also a winner in the inaugural Minister's Quality Teaching Awards and the HP Eco Printing Award for sustainable workplaces. TAFE NSW - Sydney Institute hosted the 2012 TAFE NSW Innovation and Excellence Showcase and was a winner of eight showcase awards.

TAFE NSW - Sydney Institute upgraded its specialist teaching facilities, including the AutoCel and the marine bridge simulator. AutoCel is a purpose-built transport technology centre containing state-of-the-art online simulation training equipment. AutoCel was a \$16.9 million facility upgrade funded by the Australian Government's Educational Investment Fund (EIF).

Mr Riordan maintained a student-centred focus through the development of a framework for the student learning journey. This is a process designed to enhance the student experience by creating a supportive learning environment and establishing a lifelong relationship from pre-enrolment to alumni. TAFE NSW - Sydney Institute also launched a social media initiative. In 2012, the Institute achieved an audience increase of over 200 per cent on Facebook and 60 per cent on Twitter. The institute now has the largest Facebook audience of any TAFE institute in NSW and Victoria.

In 2012, TAFE NSW - Sydney Institute enrolled almost 70,000 students. The 2012 National Centre for Vocational Education Research (NCVER) student outcomes survey found

that 88.7 per cent of graduates were satisfied with the overall quality of their training and 87.6 per cent of surveyed graduates were employed, or in further study after training. In particular, 10.2 per cent of TAFE NSW - Sydney Institute graduates had progressed to study at university, compared to 7.8 per cent for all VET providers in Australia.

Mr Riordan has a strong vision for the future of TAFE NSW - Sydney Institute. In order to achieve his vision he has commenced business reforms to position the institute for a sustainable future. This has required a review of products and services to remain competitive. Mr Riordan led a staged business reform process to take the organisation into the future and beyond. Extensive consultation occurred with staff, industry and the community to gain their input into shaping these reforms. Mr Riordan will continue to engage in consultation and drive reform to ensure that TAFE NSW - Sydney Institute responds to external drivers and grows market share in the vocational education and training sector.

The Managing Director of TAFE NSW and Deputy Director-General, TAFE and Community Education acknowledges that Mr Riordan has satisfactorily undertaken his duties in accordance with his performance agreement.

Peter Roberts, DipTeach, BA, MA

Institute Director, TAFE NSW - South Western Sydney Institute
Senior Executive Service Level 5
Remuneration package: \$282,715

Mr Roberts has led the provision of outcomes-based training services targeting the needs of the South-Western Sydney region, which is one of the fastest growing and economically disadvantaged regions in Australia.

During 2012, Mr Roberts successfully consolidated major change initiatives to build on the institute's strengths and position it to meet current and future challenges. These initiatives included:

- a new governance model and revised organisational structure that has improved customer responsiveness

- implementing a new model to support innovation in service delivery
- increasing external engagement and partnerships that support business to grow
- revitalising the Institute brand, website and social media communications to enable better customer engagement
- improving organisational and staff capability to better manage the complex challenges facing the sector.

New initiatives commenced in 2012 include:

- a new advisory council which has broad representation from influential and experienced business, industry and community leaders
- expanding the number of degree programs offered by the institute in partnership with universities
- improving outcomes for Aboriginal people and disengaged youth
- implementing web-based recognition and assessment tools to support students and teachers to fast track recognition and assess readiness for learning.

Mr Roberts led a number of innovative initiatives to improve customer responsiveness including:

- opening a new office in Parramatta as a joint initiative with TAFE NSW - Western Sydney Institute to expand training and workforce development services to industry and businesses in greater western Sydney
- supporting employment of Aboriginal people in the region through the institute becoming an Aboriginal employment provider and increasing participation through specialised programs such as the *Indigenous Pre-Recruitment Program* (IPRC). In 2012, the institute exceeded its target for the student enrolments at AQF certificate III and above by 13.7 per cent. Total course completions grew from 27.2 per cent to 34.2 per cent, a growth rate of 26 per cent and Aboriginal course completions at AQF certificate III and above grew from 21 per cent to 26 per cent

- developing significant new partnerships with organisations to expand service delivery both nationally and internationally, including Telstra Operations, Optus, Commonwealth Bank, Master Builders Association NSW, University of Ballarat, Charles Sturt University, Hainan College of Vocation and Technique in China and Genting Star Tourism Academy in the Philippines.

The institute currently has four offshore joint programs in China, three in the Philippines and one in Fiji. In 2012, the institute signed 18 memoranda of understanding for education and training cooperation with education providers in China, India, Thailand and Indonesia.

The institute has made a significant commitment to programs and initiatives which provide a range of pathways for youth in the region. These programs have been offered to a diverse range of participants including Aboriginal youth, migrant youth, refugees, youth in juvenile justice centres and those at risk of disengaging from work and study.

By placing the institute's focus on customer value as the key to its success, Mr Roberts has led the development of stronger links with the University of Western Sydney and other universities to provide TAFE NSW students with better pathways to higher education. In 2012, the institute delivered a total of 137 qualifications at AQF diploma level and above.

TAFE NSW - South Western Sydney Institute has actively engaged with employers in the delivery of programs to increase the qualification level of existing workers and improve productivity. This has led to a 31 per cent increase above 2010 levels in recognition awarded by the institute.

Mr Roberts is a member of the South Western Sydney Manufacturing and Engineering Skills Task Force, which is an industry driven group to identify the skills and training needed to help the local manufacturing industry to remain competitive in a changing global economy.

The Managing Director of TAFE NSW and Deputy Director-General, TAFE and Community Education acknowledges

that Mr Roberts has satisfactorily undertaken his duties in accordance with his performance agreement.

Jane Simmons, BMus/BEd, MEd Admin

**Regional Director, Northern Sydney
Senior Executive Service Level 5
Remuneration package: \$282,715**

In 2012, Ms Simmons continued to lead the development and implementation of innovative educational strategies and programs ensuring the highest quality teaching and learning programs in schools across the Northern Sydney region.

Ms Simmons provided strong and strategic leadership through an executive team committed to developing a culture of continuous improvement to achieve the region's objectives.

In 2012, Ms Simmons was appointed Adjunct Professor at Macquarie University's School of Education. She also continued to act as co-chairperson of the Macquarie University ICT Board of Management and was a member of the International Business Council, the Steering Committee for the Protection of Children and Young People and the Ecological Sustainability Strategy Group. In 2012, Ms Simmons also chaired a number of selection committees for the NSW Premier's Teacher Scholarships. Ms Simmons was the Department's representative at the regional leadership group for the Department of Premier and Cabinet in 2012.

As a result of the region's commitment to early intervention, 91 per cent of *Reading Recovery* students achieved Stage 1 outcomes and 84 per cent of Kindergarten (Early Stage 1) students were reading beyond *Reading Recovery* Level 9 at the end of Kindergarten.

The region's results in the 2012 HSC demonstrated strong growth in academic performance with 50 per cent more students achieving first in a course than in 2011. The region's schools produced 234 all-rounders, 2,032 distinguished achievers and 118 top achievers. The region's 2012 NAPLAN

results also demonstrated strong academic performance with schools continuing to perform well above the state mean.

The regional *Gifted and Talented Education Review* and the initiation of an action research project, *Imagination First*, supported schools to apply innovative, creative and critical thinking in their educational settings.

In 2012, the region had the second largest number of school-based apprenticeships in the state.

The development of a range of regional initiatives for current and aspiring leaders included *Engaged Learning Communities*, a framework to support leaders in the region's focus schools.

Ms Simmons oversaw the successful implementation of the Australian curriculum and the successful involvement of the region's primary and secondary principals in decision-making processes through their active involvement in regional reference groups.

Twenty-two schools in northern Sydney participated in the *Empowering Local Schools National Partnership*.

Ms Simmons also led the continued expansion of relations with China as part of the region's *Leading Global Learning* initiative. In 2012, memoranda of understanding with several Chinese provinces were further developed to enhance interschool relationships. In collaboration with Macquarie University, Ms Simmons established a program that now sees Chinese post-graduate students assisting teachers in the region's classrooms to teach Mandarin and Chinese culture.

The Deputy Director-General, Schools acknowledges that Ms Simmons has satisfactorily undertaken her duties in accordance with her performance agreement.

Deonne Smith, BEd

**General Manager, Access and Equity
Senior Executive Service Level 5
Remuneration package: \$292,450**

Ms Smith led the development of a new multicultural plan in consultation with the Community Relations Commission to assist the Department in meeting its obligations under the *Multicultural Policies and Services Program*. The plan is the Department's strategy for ensuring that the education and training needs of a culturally and linguistically diverse NSW are addressed in the delivery of its core business.

The *Country Areas Program* provided \$4.75 million of additional funding to 222 schools in rural isolated communities, to support more than 23,000 students. Ms Smith oversaw the renewal of the *Satellite Education Program* to all isolated distance education home sites, distance education satellite studios, the Department's corporate sites and TAFE NSW.

In 2012, the child wellbeing unit responded to 11,111 contacts. Survey results indicated high levels of satisfaction with the services provided.

The *Low Socio-Economic Status School Communities National Partnership* provided funding to improve educational outcomes and transition rates for students in 613 schools. Additional executive positions were created in at least 229 schools and 80 Highly Accomplished Teachers (HATs) were employed to build teacher capacity through strong leadership and mentoring. In total 2,895 teaching and 1,527 non-teaching positions were created with these funds.

The *Links to Learning* program provided funding of approximately \$8 million to non-government organisations and local government authorities to run projects to assist youth at risk of disengaging from their education. In 2012, some 55 organisations supported 3,600 students.

Ms Smith introduced fees into government preschools and supported the implementation of the *National Quality Framework*.

Ms Smith established the *Proud Schools* pilot, which focused on providing a safe and supportive environment for all students, in particular same sex attracted young people.

Fifty student support officer positions were established in high schools across NSW. The officers are working alongside school counsellors and learning support teams to provide much needed support for young people in their schools.

Through the dynamic partnership with the NSW Aboriginal Education Consultative Group, a range of targeted strategies linked to the *Aboriginal and Torres Strait Islander Education Action Plan 2010-2014* were implemented, including national partnerships, the *National Alliance for Remote Indigenous Schools*, *Next Steps* and *Investing in Focus Schools*. In addition, the *Connecting to Country* program has provided a new model for equipping classroom teachers and principals with understanding of their Aboriginal students and reflecting on the implications of their learning for their practice.

Ms Smith reorganised specialist services supporting students with disability who have lower level needs to provide an allocation of learning and support resources in every regular NSW public school, comprised of specialist teacher time and flexible funding.

Ms Smith expanded the range of professional learning options for teachers and support staff to meet the needs of students with disability through supported online learning, scholarships for teachers to gain a masters-level qualification in special education and contributing to the development of e-learning materials.

Ms Smith contributed to the development of a model to collect nationally consistent data on school students with disability.

The Deputy Director-General, Schools acknowledges that Ms Smith has satisfactorily undertaken her duties in accordance with her performance agreement.

Mark Youngblutt, GDip (SpecEd)

Regional Director, North Coast (acting)
Senior Executive Service Level 5
Remuneration package: \$237,031
Acting in position since 12 June 2012

Mark Youngblutt provided strong leadership for the region providing comprehensive mentoring to build the capacity of relieving school education directors.

Mr Youngblutt championed the Department's reform agenda by actively promoting the educational benefits of the changes to all regional and school staff and members of the region's wider school community and through strategic resource management to support the work of the school education directors across the region.

Mr Youngblutt's leadership approach is characterised by openness and collaboration, ensuring an ongoing sense of teamwork across the region. As a result, key educational stakeholders in the region respect the value of shared decision-making and trust that the region's strategic priorities will lead to improved educational outcomes for students.

Mr Youngblutt has continued to lead the region's implementation of the *Strategic Directions Statement 2012-14*, supporting 279 schools across 10 school education groups, in priority areas reflective of the strategic directions of NSW public schools.

Mr Youngblutt focused the region's support to schools on improving literacy outcomes for students in Kindergarten to Year 2, improving transition arrangements for students from Year 6 to Year 7, improving retention rates for students across Year 9 to Year 12 and preparing the education community for the transition to *Local Schools, Local Decisions*.

Under Mr Youngblutt's leadership, from semester 2 2012 *Best Start* data was collected for every Kindergarten and Year 1 student in the region. Thorough analysis of this data provided evidence of strong growth and student

development in the early years, while identifying areas for further targeted support in teaching and learning. The literacy and numeracy continua are becoming the common language for primary and secondary teachers when transitioning students.

In 2012, 25 North Coast schools have been actively involved in the *Empowering Local Schools National Partnership*. These schools have been integral in trialling the new financial and school management processes and systems and providing valued feedback to the system's designers. Throughout Term 2 2102, Mr Youngblutt and the senior executive team supported and developed the understanding of principals and regional staff of the opportunities and challenges presented by the *Local Schools, Local Decisions* initiative. Support structures are presently being developed to maximise these opportunities.

Retention rates for students from Year 9 to Year 12 are steadily increasing with Aboriginal student retention rates increasing at a greater rate than non-Aboriginal students (a 4.7 per cent increase). Years 11 and 12 vocational education and training participation in 2012 has increased to 40 per cent (an increase of five per cent). The region had the highest number of school-based apprentices and trainees in NSW.

In the 2012 NAPLAN results, the region's students showed improved and significant outcomes compared to 2011 in the two top bands in Year 3, Year 5 and Year 7 reading and Year 3 and Year 5 numeracy.

The Deputy Director-General, Schools acknowledges that Mr Youngblutt has satisfactorily undertaken his duties in accordance with his performance agreement.

Appendix 5: Consultants

This appendix discloses the nature and purpose of consultants engaged by the Department in 2012. This includes individuals or organisations engaged under contract to provide recommendations, high level specialist or professional advice to management. It does not include contractors, casual or temporary staff employed or engaged by the Department. The Department paid \$1,888,095 in consultants fees in 2012.

Name of consultant	Title of project	Purpose of consultancy	Actual cost
PricewaterhouseCoopers	Local Schools, Local Decisions: Resource Allocation Model (Stage 2)	Organisational review	\$807,463
Deloitte Access Economics	NSW Preschool Funding Model	Finance, accounting or tax	\$144,540
Professor Deborah Brennan	Review of NSW Government Funding for Early Childhood Education	Organisational review	\$132,000
KPMG	Review of Sport and Recreation	Organisational review	\$107,165
Deloitte Touche Tohmatsu	Audit of Early Childhood Education and Care Grants Programs	Organisational review	\$93,912
PMMS Consulting Group	Procurement Accreditation Gap Analysis	Organisational review	\$79,920
KPMG	Development of NSW Stadia Strategy	Organisational review	\$60,706
Deloitte Touche Tohmatsu	PLANE project review	Management services	\$55,153
Total cost of consultancies greater than \$50,000			\$1,480,859

Table 18: Payments to consultants for engagements greater than \$50,000 (1 January – 31 December 2012)

	Total number of engagements	Total cost
Organisational review	6	\$219,494
Management services	3	\$86,773
Legal	1	\$48,169
Information technology	1	\$33,000
Finance, accounting or tax	1	\$19,800
Total number and cost for engagements <\$50,000	12	\$407,236

Table 19: Payments to consultants for engagements less than \$50,000 (1 January – 31 December 2012)

Appendix 6: Overseas visits

This appendix presents the number of overseas visits undertaken by officers and employees of the Department and the main purpose of these visits.

NUMBER OF VISITS

Conferences and professional development

Staff members who travel overseas to attend and/or present at conferences or participate in study tours.

Educational exports

Staff members travel overseas to manage partnerships, contracts, programs, quality assurance or assessment of students.

Exchange programs

Staff members who travel overseas on a professional or teacher exchange program.

International student recruitment

Staff members who travel overseas to recruit inbound full fee paying international students to the NSW school sector or TAFE NSW.

Professional scholarship programs

Staff members awarded scholarships to further their professional skills and knowledge.

Student excursions

Staff members who accompany students on excursions overseas to increase cultural understanding or attend commemoration ceremonies.

	Number of commercial or externally funded visits	Number of self or community funded visits	Number of visits funded by the Department	Total number of visits
Conferences and professional development	10 (3d)	6	41 (2x)	57
Educational exports	51	7 (1d)	21	79
Exchange programs	1	30	4	35
International student recruitment	30	nil	10	40
Professional scholarship programs	36 (23d)	29	2	67
Student excursions	18	386 (68d)	64	468

Table 20: Number of overseas visits undertaken by officers and employees (1 January – 31 December 2012)¹

¹ Note: Figures in brackets indicate the number of trips where a contribution to the cost was made by the Department (d), or an external source (x).

Appendix 7: Equal employment opportunity

This appendix provides commentary on the Department's initiatives to eliminate discrimination in employment and promote equal employment opportunity in 2012 and the key strategies proposed for 2013. This includes achievements specifically relating to the teaching service.¹

The Department's *Workforce Diversity Plan 2012-2017* provides a strategic framework for a workplace that is fair and inclusive and a workforce that reflects the diversity of our students, parents, carers and communities. Diversity in our Department primarily refers to the groups who tend to be under-represented in the workforce, including:

- women in senior leadership roles
- Aboriginal and/or Torres Strait Islander people (Aboriginal people)
- people with disability people from non-English speaking backgrounds and members of racial, ethnic and ethno-religious minority groups

- young people under 25.

The *Workforce Diversity Plan 2012-2017* focuses on three priorities:

- attracting and recruiting a diverse workforce
- developing and retaining a diverse workforce
- workforce diversity as part of everyday business.

During 2012, TAFE NSW institutes, regions (including schools), state office directorates and the Office of Communities implemented a wide range of employment initiatives, training programs and leadership and capability development activities for underrepresented groups. The tables below show the representation of diverse groups in the Department's workforce.

	NSW Government benchmark	2008	2009	2010	2011	2012
Women	50.0%	72.0%	73.0%	73.0%	73.2%	73.4%
Aboriginal people	2.6%	2.3%	2.3%	2.5%	2.8%	3.2%
People whose first language spoken as a child was not English	19.0%	11.0%	11.0%	11.0%	11.1%	11.2%
People with disability	n/a	4.0%	4.0%	4.0%	3.6%	3.5%
People with disability requiring adjustment at work	1.3%	1.2%	1.1%	1.1%	1.0%	1.0%
Total number of staff		95,361	97,190	97,774	99,891	101,644

¹ The Department promotes equal employment opportunity initiatives to all staff. In line with clause 10 of the *Annual Reports (Departments) Regulation 2010*, achievements specifically relating to the teaching service have been included in the subsections in this appendix, the tables relating to primary and secondary school teachers in Appendix 3 and in other relevant appendices. The *Workforce Diversity Plan 2012-2017* and the *Aboriginal Human Resources Development Plan 2012-2017* will continue to be promoted across the Department, including to the teaching service.

Table 21: Trends in representation of Equal Employment Opportunity groups as a proportion of the total number of staff (2008-2012)²

² Source: *NSW Public Sector Workforce Profile* as at 30 June each year. Notes: The "total number of staff" is based on headcount of permanent and temporary employees. Workforce data for 2012 includes the Office of Communities. Data for 2005-2011 excludes the Office of Communities which became part of the Department of Education and Communities in April 2011. Representation of EEO groups is calculated as the estimated number of staff in each group

	NSW Government benchmark	2008	2009	2010	2011	2012
Women	100	89	90	91	91	92
Aboriginal people	100	76	79	78	78	77
People whose first language spoken as a child was not English	100	103	102	103	103	103
People with disability	100	100	99	99	99	98
People with disability requiring adjustment at work	100	103	103	104	104	104

Table 22: Trends in distribution of Equal Employment Opportunity groups (2008-2012)¹

Women represented 73.4 per cent of the workforce, an increase from 73.2 per cent in 2011. For the first time, the representation of women in the highest non-SES salary band (greater than \$122,128) reached 50.4 per cent .

The representation of Aboriginal staff increased significantly from 2.8 per cent in 2011 to 3.2 per cent in 2012, exceeding the NSW Government benchmark of 2.6 per cent. Aboriginal staff made up 4.5 per cent of SES positions, exceeding the NSW Government benchmark of 2.6 per cent.

The representation of staff from non-English speaking backgrounds increased to 11.2 per cent in 2012. The representation of people with disability was 3.5 per cent in 2012. The representation of people with disability requiring work related adjustments was 1.0 per cent.

Creating opportunities for women

A range of leadership development initiatives were implemented to help increase the representation of women in senior leadership roles. These initiatives are aligned to the *NSW Public Sector's Women's Strategy*. Initiatives included:

- the graduation of 20 current and aspiring corporate leaders from the *Current and Aspiring Leaders Program*, 15 of whom were women. The program supported the development of leadership and management capabilities
- the development of the *Executive Development Program for Women* to target women at senior officer to senior executive service (SES) level 3 (or equivalent) from across the Department. Ten women participated in the program

¹ Source: *NSW Public Sector Workforce Profile* as at 30 June each year. Notes: Workforce data for 2012 includes the Office Communities. Data 2005-2011 excludes the Office of Communities which became part of the Department of Education and Communities in April 2011. A distribution index of 100 indicates that the centre of the distribution of the EEO groups across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. A distribution index based on an EEO survey response rate of less than 80% may not be completely accurate. The 2012 survey response rate for the Department was around 71%.

- the commencement of the *Career Exploration and Development Program for Women* in May 2012. The program targeted 20 corporate women at clerk grades 9/10 and 11/12 (or equivalent) and was designed to guide career exploration, planning and professional development
- holding workshops and training courses, aligned to the *NSW Public Sector Capability Framework*, to enhance capabilities of corporate staff. In 2012, 199 corporate staff participated in these activities, 63 per cent of whom were women
- the participation of 31 women at clerk grades 5/6 and 7/8 in the *Drive Your Career* program, sponsored by the NSW Public Service Commission. The program commenced with a one-day conference followed by access to a 12-week career development program.
- twenty-one participants (including 13 women) completing the TAFE NSW *Building our Future Leadership* program
- thirteen participants (including eight women) attending TAFE NSW - New England Institute's succession planning initiative for creating a talent pool for executive positions
- the participation of 434 school administrative and support staff in a two-day annual conference, where 80 per cent of participants were women.
- the Women in Educational Leadership network, which is an incorporated body supported by the Department. The network provides a forum for women in teaching and learning roles to develop leadership skills and pursue career progression. Through its 20 local networks, workshops and collegial support activities, approximately 3,000 women were linked from across the state.

Creating opportunities for Aboriginal staff

The Department's *Aboriginal Human Resources Development Plan 2012-2017* is a five-year commitment to increase employment and leadership development opportunities for Aboriginal staff.

We employed 95 Aboriginal teachers to permanent positions during the 2011/2012 staffing operation and offered 75 scholarships to Aboriginal students to train as school teachers.

For a number of schools with significant Aboriginal student enrolments, we have designated school administrative and support staff positions for Aboriginal people. This has resulted in 118 positions being filled between July 2006 and December 2012. Of the 22 additional positions identified for 2012, 16 have been filled following merit selection. The remaining six positions will be filled by Term 1 2013.

In 2012, 32 Aboriginal people were engaged as paraprofessionals in schools participating in national partnerships, as well as schools participating in *Kids Excel* and *Youth Excel* programs. Since the beginning of the national partnerships in 2010, 56 Aboriginal people have been employed in full or part-time paraprofessional positions.

The launch of the *Connected Communities* strategy in May 2012 aimed to strengthen partnerships between schools, the local community and NSW Government agencies to drive better outcomes for Aboriginal students. In 2012, an Aboriginal woman was appointed as the program's executive director and 15 schools were selected to participate.

The Illawarra and South Eastern region devised *No Gap: No Excuse*, an Aboriginal cultural education package, in conjunction with the Aboriginal community. To support the delivery of this program in 2013, 224 Aboriginal people including 97 community members were trained as facilitators. This training was designed to improve the

knowledge and understanding of teachers across the regions and will lead to better outcomes for Aboriginal students.

The Western Sydney region organised a two-day Aboriginal conference with 150 staff attending. The importance of the *Aboriginal Education Action Plan* was highlighted and reinforced at the conference. The participants demonstrated their commitment to meeting the needs of Aboriginal students and communities in the region.

In partnership with the NSW Aboriginal Education Consultative Group, the Department implemented the *Connecting to Country* program, designed to foster strong relationships between schools, Aboriginal students and the Aboriginal community, build a culturally-responsive leadership and knowledge base in Aboriginal education and improve education outcomes for Aboriginal students. During 2012, 215 teachers and 67 principals from 79 schools participated.

The *Aboriginal Teacher Leadership Program* was run with 30 Aboriginal teachers. Key program elements included a two-day orientation workshop, a 360 degree questionnaire and self-reflection, ongoing support from a development coach to develop a personal action plan with a focus on career planning and professional learning and an action learning project to be showcased at an end of program celebration.

The Hunter and Central Coast region supported five people, including three Aboriginal staff members and two members of the Aboriginal Education Consultative Group, to participate in the *Stronger, Smarter Leadership Program*. This was an eight-day program focused on Aboriginal leadership in Aboriginal education.

The Illawarra and South East region, the human resources directorate and the University of Wollongong collaborated to deliver the Aboriginal Teacher Mentoring course for the second time. In 2012, seven new Aboriginal teachers and their mentors participated.

TAFE NSW - Western Institute created a new Aboriginal partnerships and industry liaison position, employed five Aboriginal cadets and offered six trainee positions to

Aboriginal people. We recruited one Aboriginal teacher in community services at the Institute's Mount Druitt College and offered mentoring and employment guidance to 32 Aboriginal scholarship holders who successfully completed the AQF Certificate IV in Training and Education in 2012.

TAFE NSW - Hunter Institute created an identified Aboriginal cadet position for supporting student support services at Glendale campus. The institute has established a team of Aboriginal student mentors to ensure high-quality service for current and prospective students and the local community. TAFE NSW - Hunter Institute also established three learning circles. These were physical outdoor environments traditionally used by Aboriginal people as places to engage in discussions, teaching and ceremonies. The learning circles aim to provide not only alternative learning venues, but a venue for students and staff to learn about Aboriginal culture.

TAFE NSW - Northern Sydney Institute conducted the *Aboriginal Cultural Education Program* with the participation of 33 people. Feedback from participants indicated an increased awareness and appreciation of Aboriginal culture and responsiveness to Aboriginal people and communities.

State Training Services supported 14 Aboriginal staff to participate in a range of professional development programs including a train the trainer course, advanced facilitation workshop and annual Aboriginal programs workshop. An additional Aboriginal staff member completed an AQF Diploma in Community Services and the other commenced an AQF Diploma in Counselling in 2012.

The TAFE NSW Gili Awards recognise the achievements of Aboriginal students, staff and programs that make a positive contribution to communities. In 2012, four TAFE NSW institutes, two teachers and 12 students from across the state received awards for academic excellence and their efforts to forge strong partnerships between schools, communities and industry. TAFE NSW - Hunter Institute developed and delivered the *Central Coast Public Schools – Education Our Way* program in partnership with the Muru Bulbi Local Aboriginal Education Consultative Group. This program provided training for Aboriginal people working in

Hunter public schools. The program won the Best School - TAFE Partnership category at the 2012 Gili Awards.

The *Elsa Dixon Aboriginal Employment Program* enabled 21 Aboriginal people to secure employment with government. In 2012, we introduced a new element to subsidise the salary of a school-based trainee employed by a NSW public sector agency or local government authority. In this inaugural year, we funded 58 school-based traineeships.

Two Aboriginal staff members from the Office of Communities attended the Aboriginal Staff Career Development Forum in 2012, coordinated by the NSW Public Service Commission. Sessions included career planning, leadership development, further study and professional development and Aboriginal employment in the NSW public sector.

Three staff from Sport and Recreation's Hunter office were trained as mentors, partnering with regional networks to support Aboriginal employment in the public sector with the aim of improving retention and career development opportunities.

Initiatives from Aboriginal Affairs included working with local, NSW and Commonwealth governments to provide employment opportunities for Aboriginal staff. A number of regional offices are working with local Aboriginal communities to identify economic development and employment opportunities within their communities. To ensure a culturally diverse workforce, Aboriginal Affairs conducts annual All Staff Days and All Aboriginal Staff Days. These provide opportunities for management to update staff on issues relevant to the agency and recognise good news stories.

Creating opportunities for staff from non-English speaking backgrounds

In 2012, 216 teachers successfully completed the pre-employment program for overseas trained teachers, which provided a comprehensive induction to NSW public

schools. These teachers are now eligible to teach in NSW public schools.

We supported 45 overseas-trained teachers to undertake English for specific purposes courses delivered by TAFE NSW to better prepare them for the professional English assessment for teachers.

We supported 18 bilingual teachers to undertake the community languages fluency test. Fifteen of these applicants successfully gained approval to teach a community language. This promotes multiculturalism, assists students to learn a language other than English and allows schools to broaden their curriculum offerings.

Four teachers completed the English as a second language retraining program in 2012. English as a second language teachers provide assistance to students with second language needs in NSW public schools.

We provided an allowance to 123 bilingual employees under the *Community Language Allowance Scheme* (CLAS), covering 29 languages. The CLAS initiative improves the access and quality of services delivered to those members of the public who speak a language other than English.

We conducted cross cultural awareness training in a number of work areas to build a productive and inclusive workplace culture.

TAFE NSW - Sydney Institute conducted a number of Beyond Intercultural Awareness training sessions with 117 staff, with a focus on building and maintaining inclusive and productive work environments.

TAFE NSW - Hunter Institute conducted six Cross-Cultural Awareness workshops with the participation of 164 staff. These workshops were delivered as part of professional development, which has greatly promoted understanding and tolerance of various cultural issues and aimed to improved customer service and better student outcomes.

The Western Sydney region's 2012 Equity Symposium was attended by over 250 principals, executive staff, teachers

and community members. This was an opportunity for participants to celebrate the achievements and learning of students and teachers from diverse backgrounds.

Creating opportunities for young employees

The *Graduate Recruitment Initiative* for corporate staff offers opportunities to graduates seeking an interesting and rewarding career with the Department. Between 2008 and 2012, 56 graduates have been recruited (generally at clerk grades 5/6 and 7/8). We have developed a support strategy, *GradLink*, to ensure a smooth transition into the role and to help our graduates develop as professionals. Feedback from graduates and their managers has been very positive. Activities in 2012 included:

- induction workshops attended by 31 new graduates and their managers
- eleven graduates attending a leading with emotional intelligence workshop
- sixteen graduates attending the Workplace Communication: Impact of social media workshop.

The Department supports a Young Professionals Network for staff, designed to facilitate professional development and provide an additional support network and mechanisms for future leaders to contribute to the Department's strategic direction. Graduate recruits and members of the network attended the CEO and Young Professionals Breakfast event hosted by IPAA NSW, Speaking with Confidence workshop presented by NIDA and the Engage, Grow and Lead conference.

Creating opportunities for people with disability

Information on how we work to support staff with disability is detailed in Appendix 8.

Equity and diversity awareness activities

We promoted and celebrated a number of corporate events including Reconciliation Week, NAIDOC Week, Carers Week, International Women's Day, Harmony Day and International Day of People with a Disability to raise diversity awareness and to encourage inclusive practices.

Aboriginal cultural education programs, cultural diversity awareness, mental health awareness, disability awareness and anti-racism training were conducted by work areas to support inclusive work practices and behaviour and promote responsive customer service.

The Department's workforce diversity policy was revised to include emerging initiatives and the new *NSW Carers (Recognition) Act 2010*.

Future directions

The *Workforce Diversity Plan 2012-2017* and the *Aboriginal Human Resources Development Plan 2012-2017* will continue to be promoted across the Department. Further information and resources will be developed to support work areas in the implementation of the plans and to achieve their focus areas.

Appendix 8: Disability plan

The Department is strongly committed to supporting students, staff and parents with disability and improving services for people with disability in accordance with its obligations under disability legislation.

Identifying and removing barriers to services for people with disability

Through the *More Support for Students with Disability National Partnership* and the NSW Government's *Every Student, Every School* initiative, the Department has:

- improved navigation to information about support for students with disability on the Department's website. We also started developing a new website, *Disability, Learning and Support*, which will draw together information and improve accessibility for parents and schools. The website is due for completion in December 2013
- implemented new professional learning modules to enhance the learning experience for students with disability and increase the knowledge and skills of staff to respond to the additional learning and support needs of students. This training builds on the Department's online learning program in special education needs, which was accessed by 3,785 staff in 2012
- established 75 schools for specific purposes (SSP) networks to share knowledge and expertise to support students with disability in local schools
- contributed to a suite of e-learning modules developed by the University of Canberra that will support school staff to address rights and obligations under the *Commonwealth Disability Discrimination Act 1992* and *Disability Standards for Education 2005*. E-learning packages will be implemented for all school staff in 2013
- contributed to the development of a model to collect nationally consistent data on school students with disability. The model was trialed in 48 NSW public schools in 2012 and will be progressively implemented across all schools nationally during 2013-2015. Enhancement to the Enrolment Registration Number (ERN) system will provide

schools with the ability to note and attach evidence of personalised learning and support

- developed a classroom teacher program which includes a unit on engaging students with special needs.

TAFE NSW - Hunter Institute recruited two teacher consultants to support hearing impaired students and students with a learning disability. TAFE NSW - Riverina Institute recruited a team leader in social inclusion to coordinate services to those with special needs and liaise with various agencies supporting under-represented groups.

All 11 of our sport and recreation centres are registered companion card affiliates, providing access to people with disability and their carers.

In 2012, Sport and Recreation, in partnership with the NSW Department of Family and Community Service's Ageing Disability and Home Care (ADHC) provided 16 respite camps for 161 teens with an intellectual disability at Broken Bay, Myuna Bay, Jindabyne, Lake Burrendong, Lake Keepit, Sydney Academy, Point Wolstoncroft and Berry. ADHC provided \$960,000 over the four years to June 2012. The service will continue to be delivered through a new agreement under which ADHC will provide \$1,080,000 over three years from 2012 to 2015.

Sport and Recreation grant programs aim to remove barriers to participation in sport, recreation and structured physical activity. In 2012, we provided the following funding:

- the *Participation Program* funded 16 projects totalling \$104,400
- the *Sport and Athlete Development Program* funded 11 projects totalling \$139,700
- the *International Sporting Events Program* funded four sporting events:
 - Sydney International Wheelchair Tennis Open (\$12,500)
 - Summer Down Under Road and Track Racing Series (\$12,500)

- International Access Class World and International Championships (\$25,000)
- Wheelchair Rugby Australia vs Japan Test Series (\$7,500)

■ *Facility Grant Program Funding for four facility upgrades:*

- Access lift to clubhouse at Gerringong Rugby League Football Club (\$17,500)
- Riding and Dressage Arena at Tweed Valley Riding for the Disabled (\$1,800)
- Upgrade amenities at Middle Harbour Yacht Club (\$21,500)
- Court resurfacing and upgrade amenities at Denilquin Rams Football and Netball Club (\$38,750).

We provided \$290,000 to support organisations to enhance sporting opportunities for people with disability, including Wheelchair Sports NSW, Riding for the Disabled Association NSW, Sailability NSW and the Australian Paralympic Committee for its NSW operations. The Australian Paralympic Committee received \$50,000 in 2012 to assist NSW Paralympians to travel to London. We provided \$70,000 to the NSW Institute of Sport for the 2012 *Scholarships Program for Elite Athletes with a Disability*. The program provides support to 25 elite athletes.

In 2012, \$250,000 was provided to Special Olympics Australia to assist with costs associated with the 2013 Asia Pacific Regional Games. Total funding of \$500,000 has been committed from Sport and Recreation for the games.

Sport and Recreation provides disability sporting organisations with office space, meeting room and storage facilities at Sports House. Occupants included Australian Athletes with a Disability, Riding for the Disabled (NSW), Blind Sporting Association of NSW, Special Olympics Australia and Special Olympics NSW. The estimated commercial value of this office space is \$216,000 per annum, which allows these organisations to redirect funding to services.

In 2012, Sport and Recreation delivered over 25 regional inclusive community projects, network forums and gala days to establish better links between individuals with disability, school sport, sporting clubs, local councils and community organisations.

Sport and Recreation's *You're in the Game – NSW Disability Sport and Physical Activity Framework* is intended to guide the approach and performance of all organisations in the provision of sport and physical activity to people with disability in NSW. A review will be conducted in 2013.

Providing information and services in a range of formats that are accessible to people with disability

Under a program completed in 2011/12, all NSW public schools are now equipped with an interactive whiteboard, data projector, control computer, network device and video-conferencing tools, together with a set of web 2.0 collaborative learning tools and upgraded network infrastructure. The needs of school students with disability were consistently incorporated into the strategy and the technology delivered under the initiative has a range of assistive applications now in use across schools.

In the review and development of national and state-wide tests, consultation routinely occurs with disability stakeholder groups. A comprehensive online teaching strategies resource, aligned to NAPLAN, is provided to support teachers and links assessments explicitly to the curriculum. Electronic documents can be used in HTML, text or word processor format for students and staff with disability.

Our braille and large print unit produced documents in alternate formats for 718 school students including 35 braille booklets for 25 subjects for six HSC students and NAPLAN documentation for 56 students Australia-wide (14 in NSW).

Accessibility continues to be a key consideration for the Department in developing or acquiring new IT systems. In 2012, we introduced a new testing tool, the IBM Policy

Tester (Accessibility Version), which now assists manual testers in achieving compliance with the *Web Content Accessibility Guidelines* (WCAG 2.0 A & AA). Accessibility compliance is a mandatory requirement in all tenders for new technology systems and user testing is now included in key capital programs. Our websites are built on the Liferay platform and incorporate assistive technologies, including automated page reading functionality. We have adopted closed captioning of video content and publication of transcripts alongside podcasts. The Department continued to explore suitable Adobe training courses, in conjunction with other government agencies, to increase accessibility of PDF documentation.

The NSW Volunteering and the Sport and Recreation websites have been developed utilising the W3Cs WCAGs to ensure content is available to the widest possible audience, including readers using assistive technology or accessibility features. The accessibility tab provides information on how to utilise access keyboard shortcuts, text resize options and convert PDF files. Information and publications are provided in alternate formats when requested. The Aboriginal Affairs website is currently being reviewed and updated to ensure that it meets the WCAGs. Youth NSW provides information through its dedicated website. Young people with disability have provided us with feedback that this was the best medium for distributing information and keeping them informed.

Making government buildings and facilities physically accessible to people with disability

The most recent issue of the *School Facilities Standards* was checked for compliance with *Australian Standard 1428*. All room plans comply with the Building Code of Australia, which includes the *Disability (Access to Premises – Buildings) Standards 2010*. The access review tool is maintained and used annually to inform the Department's strategies to meet the access needs of students and staff and identify projects that support physical access requirements

In the refurbishment of existing Sport and Recreation buildings, or the development of new buildings and facilities, access is provided for people with disability in line with the premises standards. Aboriginal Affairs offices and facilities are adapted to enable effective and equitable access by people with disability.

In 2012, improved access to the Anzac Memorial in Hyde Park enabled people with disability to access all three levels of the memorial. An accessible toilet has also been installed.

Assisting people with disability to participate in the Department's public consultations and to apply for and participate on advisory boards and committees

Our stakeholder engagement is held in accessible locations and information is provided on our websites. Research is currently being undertaken with a range of stakeholders to inform the development of a new website, *Disability, Learning and Support*, which will be accessible for students, parents, teachers and other agencies, including people with disability.

A range of education, parent and community groups were consulted in the development of the learning and support framework, now being implemented through *Every Student, Every School*.

The process for applying for membership of the Government's Youth Advisory Council includes informing young people through web-based networks and being able to apply online. Eleven of 194 applicants for the 2013 council identified as having disability compared to six applicants in 2012. The Minister has appointed one applicant who identified as having disability to the council.

People with disability are represented on our sport and recreation grant assessment panels including the *Sport and*

Recreation Participation Program and International Sporting Events Program.

Our review of the *Disability Sport and Physical Activity Framework* in 2013 will include consultation with the sport and recreation industry, individuals with disability, disability service providers and local government authorities to gain a better understanding of the needs of people with disability and the capacity of the industry to meet these needs.

Increasing employment participation of people with disability in the Department

The Department spent over \$5.7 million procuring services from 33 suppliers who are registered as Australian Disability Enterprises in the final year of the *Ready, Willing and Able* program. In addition, 55 positions were filled by people with disability. These positions include school teachers, non-teaching staff in schools, TAFE NSW teachers and corporate staff. Work-related adjustments were required by 12 of these staff. Aboriginal Affairs employed an Aboriginal staff member with disability as part of the *Ready, Willing and Able* program. We continue to support managers to ensure inclusive recruitment practices are applied and appropriate induction and work related adjustments are offered when identifying positions for people with disability.

We host a dedicated page, *Employing People with a Disability*, on the Department's careers website. This provides useful information to people with disability and encourages them to apply for suitable positions within the Department.

In collaboration with the Australian Network on Disability, the Department has created paid work placement opportunities for university graduates with disability through the *Stepping into...* program. A graduate commenced her placement in our corporate services portfolio in December 2012. Two graduates from previous placements were successful in gaining employment in their relevant professional areas. The Department maintained a silver membership with the Australian Network on Disability

which provides specialist support and advice on improving employment opportunities for people with disability.

The Department collaborated with the NSW Public Service Commission on a sector-wide research project called *Disabling the Barriers*. This project aims to better understand the issues faced by employees with disability, or those with an ongoing medical condition. The findings will be released in early 2013 and will help shape the next stage of the NSW public sector disability employment strategy.

Our staff with disabilities network provided collegial support and capability development opportunities to its members. In 2012, six staff with disability were provided funding support to undertake training and professional learning.

The *Assistive Technology and Equipment Program* is a NSW Government initiative administered by the Department. This program provides funding for assistive technology or other appropriate equipment for staff with disability as a form of work-related adjustment. During 2012, 13 staff members received equipment or assistive technology through this program.

A wide range of online resources has been made available to workplace managers including *Disability in the Workplace*, *Workers with Mental Illness*, the *Flexible Working Toolkit* and the jobAccess website. The purpose of these resources is to support work areas and to build greater awareness of disability and inclusive practices in the workplace.

Using government decision-making, programs and operations to influence other agencies and sectors to improve community participation and quality of life for people with disability

We consulted with a number of universities to develop masters-level scholarships for permanent teachers in the Department through the *Every Student, Every School*

initiative. In 2012, 158 permanent teachers were offered scholarships.

We provided feedback on the *National Professional Standards for Teachers*. Specific feedback regarding students with disability has been a particular focus of this work.

We are working with the Department of Family and Community Services and the NSW Ministry of Health to improve access to information about therapy services for people with disability.

In partnership with the NSW Ministry of Health's *MH-Kids*, we released the *School-Link DVD Training Program*. This is a self-paced learning resource that replaces mandatory training previously delivered face-to-face.

A memorandum of understanding between our Sport and Recreation division and NSW Ageing, Disability and Home Care is in place to deliver respite camps for teens with an intellectual disability in 2012-2015 and increase participation opportunities in mainstream sport and recreation for people with disability.

Sport and Recreation's funding agreements with state sporting organisations, regional academies and peak industry bodies require inclusive practices to be adopted and opportunities provided for under-represented groups, including people with disability.

Providing quality specialist and adapted services where mainstream services are not responsive or adequate to meet the needs of people with disability

More than 1,800 full-time equivalent (FTE) specialist learning support teachers have been allocated to every regular school, from the start of Term 3 2012, to support students with additional needs and their teachers as part of *Every Student, Every School*.

The NSW Centre for Effective Reading continues to provide direct assessment and intervention services for students with complex reading difficulties living in rural and remote areas of NSW. Teaching materials and professional development training materials can be accessed by all teachers through the centre's website.

We conduct annual analysis of enrolments in metropolitan and rural regions across the state to determine the demand for and location of, specialist support provisions as well as consultation with school principals, teachers, parents and school communities. The establishment and location of specialist support classes and positions are part of the annual process of regional planning to support students with additional learning needs.

In 2012, our Lake Ainsworth Sport and Recreation Centre provided four *Camp Willing and Able* programs, with 67 participants, including 38 children. Other sport and recreation centres provide specialist services to people with disability, including the *Camp Quality Program* and *Sailability*. Sport and Recreation continued to provide funding and support to state sporting organisations to enhance sporting opportunities for people with disability including participation, education, training development and championship events.

Future directions

The Department continues to develop resources to support the implementation of the *Workforce Diversity Plan 2012-2017* and improve employment outcomes for people with disability.

The Department will continue to provide input into the next NSW public sector disability employment strategy that will guide the development of targeted initiatives to improve career opportunities for people with disability in the sector.

Appendix 9:

Carer's charter

The Department recognises and supports the important role of employees and students who are carers. In 2012, this included a range of strategies and initiatives to support the implementation of the *Carers (Recognition) Act 2010*, both as an employer and as an agency supporting children of carers and students who are carers.

The *Workforce Diversity Policy and Plan 2012-2017* expresses the Department's commitment to creating a workplace that is fair and inclusive and reflective of the diversity of our students, parents, carers and communities. Following broad consultation, both documents were revised and updated in 2012 to address obligations under the *Carers (Recognition) Act 2010* and the *Carer's Charter*.

A workforce diversity webpage has been created to provide a central point for information, advice and online resources on workplace diversity and inclusive practices. The web page provides links to relevant resources including the NSW Government's flexible working information and links to the NSW Anti-Discrimination Board's comprehensive resources regarding responsibilities to carers.

The Department offers a wide range of flexible work practices to create a supportive work environment and to assist staff balance work and carer responsibilities. Flexible work options include permanent and temporary part-time work, job sharing, leave without pay, flexible hours arrangements and short-term leave for family and community responsibilities. During 2012, 59,200 staff accessed flexible work options including permanent and temporary part-time work, job sharing, leave without pay and varying flexible hour arrangements. An additional 46,360 staff took short-term absences for family and community responsibilities. Staff can also access the *Employee Assistance Program (EAP)*, an independent, confidential and free professional counselling service to support the health and wellbeing of employees.

A range of other resources, including a dedicated webpage, are being developed to support staff who are carers. State-wide information sessions on the *Carers Act* will be promoted throughout 2013.

Being a Carer, Being a Student and Being a Kid: A Resource for Schools is a key resource that has been distributed to public schools across the state. It provides information for principals, teachers and student welfare staff about supporting students who are young carers. The resource aims to assist school staff understand the demands on young carers. It also aims to promote a culture of acceptance of disabilities and mental illness and ways to integrate this into curriculum areas, welfare policies and procedures.

All 11 Sport and Recreation centres are registered companion card affiliates, providing access to people with disability and their carer.

Appendix 10: Multicultural policies and services program

Build the capacity of teachers and leaders to deliver high-quality education for a culturally and linguistically diverse community

During 2012, 11 pre-employment program courses were scheduled and 216 overseas-trained teachers successfully completed the program.

The University of NSW's Institute of Languages was re-awarded the tender to administer the Professional English Assessment for Teachers (PEAT) following a tender evaluation process. During 2012, 130 candidates passed the PEAT on their first attempt and 274 candidates passed after more than one attempt. Forty-five overseas-trained teachers were supported to undertake English for specific purposes courses at TAFE NSW - Sydney Institute's Randwick College.

Employ specialist staff to deliver teaching programs and services which assist in meeting the needs of a culturally and linguistically diverse NSW

Community languages teachers assist students to develop and maintain their first languages. In 2012, we provided four teachers with additional accreditation in English as a second language teaching through retraining. Students with second language learning needs are able to access targeted English as a second language assistance.

During 2012, 18 teachers undertook the Community Languages Fluency Test and 15 were successful. Approval for teachers to teach community languages promotes multiculturalism, assists students to learn a language other than English and allows schools to broaden their curriculum offerings.

Embed responsibilities for implementing and reporting on multicultural policies and strategies within all areas of education and training

The *Workforce Diversity Plan 2012-2017* is the Department's commitment to a fair and inclusive working environment and to promote a workforce that better reflects the diversity of the NSW community.

Develop, use and celebrate the skills of people from culturally and linguistically diverse backgrounds for the social and economic benefit of the state

We continued to promote the *Community Language Allowance Scheme* (CLAS) across the Department to ensure equal access to services by non-English speaking communities. During 2012, 123 bilingual employees received an allowance under the CLAS, covering 29 languages. Two Sport and Recreation staff also received the allowance for Auslan and Spanish.

Sport and Recreation

A key objective of the Office of Communities is to ensure that all people have the same opportunities to take part in community life and share a sense of belonging and respect in the community. The Office developed a new *Multicultural Plan 2013 – 2015*.

Sport and Recreation provided accommodation and supervision to the manager of the Healthy Kids website redesign project on behalf of the cross-government stakeholder group. In 2013, this included the development of high-quality fact sheets with translations available in Arabic, Chinese, Filipino, Greek, Hindi, Italian, Korean, Macedonian, Spanish and Vietnamese.

Sport and Recreation continued to deliver programs and projects in partnership with community organisations, sporting bodies and local councils. In 2012, we conducted a multicultural women's sport leadership program to provide participants with the skills involved in administration and leadership in sports clubs. Partners in this program included the Muslim Women's Association, the Community Relations Commission and the Fairfield Migrant Interagency. In partnership with the Australian Sports Commission, Sport and Recreation supports national and state sporting organisations in the implementation of national participation plans and national inclusion strategies.

Appendix 11:

Work health and safety

The Department has continued to improve its work health and safety performance through our *Safe Working and Learning 2009-2012 Strategy*. Achievements to date include:

- a 1.3 per cent reduction in the overall number of injuries reported for education and TAFE NSW and a 2.3 per cent reduction in the number of psychological injuries reported in 2011/12 compared to the previous year
- a 15 per cent reduction in the average cost per claim in 2011/12 compared to 2010/11
- an improvement in workers compensation claims experience, resulting in a \$3.8 million surplus in workers compensation funding for 2012/13 in education and TAFE NSW
- successful collaboration with the Department's fund manager (Allianz) to transition the *Workers Compensation Legislative Amendments 2012*
- listing as a finalist in the 2012 Treasury Managed Fund Awards for Excellence for our safety and injury management system.

The Department incurred 6,137 claims with a financial cost in 2011/12. The major types of injury were sprains and strains, lacerations and contusions and mental disorders.

	2007/08	2008/09	2009/10	2010/11	2011/12
Total claims	6,067	5,775	6,120	6,162	6,137
Total hours paid	319,000	301,000	224,000	254,000	327,000
Number of claims with lost time	2,731	2,838	1,975	2,075	2,691
Number of rehabilitation cases	1,652	1,643	1,964	1,305	1,189
Insurer costs	\$2,454,943	\$2,896,805	\$3,425,628	\$3,927,904	\$3,870,875
Average cost per case	\$1,486	\$1,763	\$1,744	\$3,010	\$3,256

Table 23: Number of workers compensation claims, lost time and claims costs¹ (2007/08 to 2011/12)

¹ Source: Corporate Services (DEC). Notes: Excludes incident only claims. Claim numbers reflect those reported within the financial year where a financial cost was incurred. Data provided for 2011 is impacted on by delays from the Department's Fund Manager in processing claims for lost time reimbursement. Figures for 2012 also include Office of Communities (60 claims, 29 claims with lost time, 7 rehabilitation cases and 2211 total hours paid).

To improve our safety performance, the Department developed a range of strategies and programs including:

- implementation of the NSW Government's workers compensation reforms
- a learning program to improve work health and safety capability across the Department
- completion of over 700 fire safety assessments of workplaces in bushfire prone areas and a proactive alert system to ensure staff and students remain safe during the bushfire season
- initiatives to support students at risk of anaphylaxis including mandatory training for emergency care, anaphylaxis and cardio-pulmonary resuscitation and the inclusion of general use adrenaline auto-injectors in first aid kits
- developing return to work profiles for TAFE NSW and clerical positions to improve the process for identifying suitable duties options for injured employees
- a claims management program coordinated through a specialist team and a physical claims program managed by regional work health and safety teams, to improve return to work outcomes following injury
- integrating the Office of Communities into our safety management system for a more systematic, sustainable and integrated approach to health, safety and welfare.

The Office of Communities conducted a number of seminars and promotional activities to support the health and wellbeing of staff. These aligned with key initiatives from the NSW Government's *Working Together: Public Sector Workplace Health and Safety and Injury Management Strategy 2010-2012* and *Leading Well: The Role of Leadership in Improving the Prevention and Management of Psychological Injury*.

Challenges and future directions

In 2013, our work health and safety directorate will continue to lead the implementation of the *Work Health and Safety Act 2011*, *Work Health and Safety Regulations 2011* and associated codes of practice as they are released. Changes to the new workers compensation legislation will be implemented throughout 2013 and awareness sessions will be provided to support the changes. Given the recent changes to legislation, a new corporate safety plan will be developed and published in 2013.

Prosecutions under the *Work Health and Safety Act 2011*

No prosecution action has been taken against the Department in 2012.

Appendix 12: Public interest disclosures

The Department has implemented the new requirements of the *Public Interest Disclosures Act 1994* (formerly *Protected Disclosures Act 1994*). This included a review of the Department's documents, *Public Interest Disclosures Internal Reporting Policy* and *Guidelines for the Management of Public Interest Disclosures*.

All staff have a responsibility to report suspicions of unlawful, corrupt, negligent or improper conduct, maladministration or serious and substantial waste of public money. The Department's policy establishes our commitment to supporting, encouraging and protecting staff who report wrongdoing and sets out the manner in which the Department meets its obligations under the Act. The guidelines set out procedures for staff making or receiving public interest disclosures. Both the policy and supporting guidelines are available to all staff via the Department's intranet site.

Senior staff have undertaken training in relation to public interest disclosures, including sessions conducted by the NSW Ombudsman. The Department has met its 2012 reporting requirements to the Ombudsman.

The table below shows the total number of employees who made a public interest disclosure and the total number of public interest disclosures received by the Department in 2012.

	Corrupt conduct	Maladministration	Serious waste	GIPA contravention	Local government contravention	Total
Number of disclosures	32	0	0	0	0	32
Number of employees making a disclosure	32	0	0	0	0	32
Number of disclosures finalised	3	0	0	0	0	3

Table 24: Number of public interest disclosures¹ (1 January – 31 December 2012)

¹ Source: Employee Performance and Conduct (DEC corporate services, 2012).

Appendix 13: Controlled entities

All of the departments and statutory bodies listed in Schedules 2 and 3 of the *Public Finance and Audit Act 1983* prepare their own annual reports. The Department of Education and Communities is not required to disclose any controlled entities for the purposes of the 2012 Annual Report.

Appendix 14: Risk management and insurance activities

ATTESTATION STATEMENT Internal Audit and Risk Management Policy Compliance

Internal Audit and Risk Management Attestation For the 2011-2012 Financial Year For the NSW Department of Education and Communities (including TAFE Commission)

I, Michele Bruniges, am of the opinion that the Department of Education and Communities (including TAFE Commission) has internal audit and risk management processes in place 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 Department of Education and Communities (including TAFE Commission) to understand, manage and satisfactorily control risk exposures.

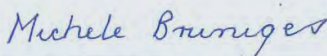
I, Michele Bruniges, am of the opinion that the Audit and Risk Committee for the Department of Education and Communities (including TAFE Commission) is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08.

The Chair and Members of the Department's Audit and Risk Committee are:

- Carolyn Burlew - Independent Chair (3 years from 1 February 2010)
- Garry Dinnie - Independent Member 1 (2 years from 1 January 2012)
- Christine Feldmanis – Independent Member 2 (4 years from 1 April 2012)
- David Roden – Independent Member 3 (6 December 2011 to 31 October 2012)

Dr Michele Bruniges AM

DIRECTOR-GENERAL OF EDUCATION AND COMMUNITIES
MANAGING DIRECTOR OF TAFE NSW


(Signature and Date) 29/8/12

The Department's Contact Officer:

Bill Middleton

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Insurance activities

The new Treasury Managed Fund (TMF) scheme provides insurance cover for most NSW Government agencies, including public schools and TAFE NSW institutes. The TMF scheme is underwritten by the NSW Government and provides lines of insurance in workers compensation, property, liability, motor vehicle and other risks.

The cost of 2012/2013 premiums for the education portfolio was \$4,039,720 (or two per cent) higher than the previous year. This was due mainly to an increase in costs within the reinsurance market. However, favourable adjustments to the TMF funding provided by NSW Treasury and the premiums payable across insurance lines have resulted in the Department having an overall surplus of funding over premiums of \$3,054,400 for the 2012/2013 year. Non-workers compensation lines have all performed well when compared with the primary pool. Workers compensation is not compared to the primary pool.

For the Office of Communities, there was an overall increase of 27 per cent across all lines of insurance. This has mainly been driven by an increase in the value of assets within Sport and Recreation.

Audit and risk committee

The Department's audit and risk committee consists of an independent chair and three independent members. The committee oversaw and monitored the Department's governance, risk and control frameworks and its external accountability requirements. In 2012, the Department held six audit and risk committee meetings on:

- 20 February
- 15 May
- 17 July
- 14 August
- 13 September
- 13 November.

	Title	Meetings attended
Carolyn Burlew	Independent Chair	6
Christine Feldmanis	Independent Member	6
Garry Dinnie	Independent Member	6
David Roden	Independent Member	5

Table 25: Attendance at DEC Audit and Risk Committee (1 January – 31 December 2012)

Key elements of the Department's audit and risk management framework during the year included:

- an *Audit and Risk Committee Charter* and an *Internal Audit Charter* that are consistent with the content of the *Internal Audit and Risk Management Policy* for the NSW public sector (TPP 09-05)
- an enterprise-wide risk management framework based on business risk assessments across all portfolios
- providing audit and risk services to the following Office of Communities statutory entities:
 - Commission for Children and Young People
 - Venues NSW
 - State Sporting Venues Authority
 - Trustees of the Anzac Memorial Building.

Attestation statements for each of these entities have been included in their annual reports as required.

Investment and liability management performance

The Department does not have any investment schemes under management.

Appendix 15: Establishment, change and closure of schools

This appendix lists all public schools newly established, closed or otherwise changed.

	School Education Group	Region	Date
New school or campus established			
The Ponds School	Nirimba	Western Sydney	30 January 2012
School or campus re-opened			
None			
School or campus closed or merged			
Ando Public School	Sapphire Coast/Monaro	Illawarra and South East	27 January 2012
Bega West Public School	Sapphire Coast/Monaro	Illawarra and South East	27 January 2012
Bilbul Public School	Riverina West	Riverina	27 January 2012
Byabarra Public School	Hastings	North Coast	27 January 2012
Mangoplah Public School	Riverina Central	Riverina	27 January 2012
The Newcastle School (Cooks Hill Site)	Hunter/Central Coast 4	Hunter/Central Coast	27 January 2012
Woodford Dale Public School	Clarence	North Coast	27 January 2012
Windeyer Public School	Warrumbungle	Western NSW	23 April 2012
School or campus relocated			
Wilton Public School	Wilton	South Western Sydney	22 May 2012

Table 26: Establishment and closure of schools and campuses¹ (1 January – 31 December 2012)

	School Education Group	Region	Former name	Date
Newcastle Senior School	Hunter/Central Coast 4	Hunter/Central Coast	The Hunter Orthopaedic School	6 July 2012
Newcastle Junior School	Hunter/Central Coast 4	Hunter/Central Coast	Glendon School	6 July 2012
Newcastle Middle School	Hunter/Central Coast 4	Hunter/Central Coast	Cameron Park School	6 July 2012
Wiripaang Public School	Hunter/Central Coast 7	Hunter/Central Coast	Gateshead Public School	15 October 2012
Bega Valley Public School	Sapphire Coast / Monaro	Illawarra and South East	Bega Public School	27 January 2012
Wakool Burraboi Public School	Riverina South West	Riverina	Wakool Public School	13 October 2010

Table 27: Change of school / campus name or status² (1 January – 31 December 2012)

1 Source: Strategic Information and Reporting School Statistics database (DEC). Notes: This table records the date at which changes became effective.

2 Source: Strategic Information and Reporting School Statistics database (DEC). Notes: This table records the date at which changes became effective. Note that while the school name change for Wakool Burraboi Public School was agreed in 2010, it was not gazetted until August 2012.

Appendix 16: Land disposal

In 2011/12, net proceeds from the disposal of 23 school and TAFE NSW properties amounted to \$39.12 million.

There were no business or family connections between buyers and departmental staff. Disposed properties were either surplus to the Department's operational requirements or were compulsorily acquired by other authorities for purposes such as road widening. The net proceeds from the sale of surplus assets are used for the maintenance and upgrading of facilities at schools and TAFE NSW institutes. There were no properties disposed by the Office of Communities.

An application for access to documents concerning details of properties disposed of during the reporting year may be made in accordance with the *Government Information (Public Access) Act 2009*.

Appendix 17:

Major capital works

This appendix lists major works in progress, including the cost of those works to date and the estimated dates of completion. It also includes details of significant delays, cancellations or cost overruns in major works or programs.

	Expenditure 2011/12 (\$,000)	Estimated total cost (\$,000)	Actual handover or estimated completion date	Details of any significant delays, cancellations or cost overruns
School facilities, upgrades and refurbishment – New work 2011/12				
Bass School for Special Purposes – New school	\$1,160	\$14,750	2014	
Cabramatta High School – Upgrade – Stage 3	\$303	Commercial in confidence	2014	
Gosford Public School – Relocation to Henry Kendall High School	\$3,009	\$20,000	2014	
Hurstville Public School – Upgrade	\$316	\$6,800	2014	
Nepean Creative & Performing Arts High School – New performing arts facility	\$1,586	\$4,900	2013	
Oran Park Public School – New school	\$443	\$18,000	2014	
State-wide Lighting Replacement Program 2011-12	\$0	Commercial in confidence		Project under review – exploring alternative funding models
School facilities, upgrades and refurbishment – Work in progress				
Bega Public School – Consolidation	\$2,496	\$2,786	Handover 27/01/2012	Completed
Bingara Gorge Public School (Wilton PS) – New school	\$890	\$8,645	Handover 23/11/2011	Completed
Bomaderry High School – New gymnasium	\$284	\$3,069	Handover 23/09/2011	Completed
Building Better Schools – New high school gymnasiums	\$857	\$31,072	2011	Completed
Building Better Schools – New primary school halls	\$435	\$41,276	2011	Completed
Cabramatta High School – Upgrade – Stage 1	\$8,124	\$21,680	Handover 16/12/2011	Completed
Cabramatta High School – Upgrade – Stage 2	\$97	\$6,051	2013	
Cairnsfoot School – SSP – Relocation	\$64	\$12,490	2015	
Callaghan College Wallsend Campus – Upgrade	\$3,827	\$7,591	Handover 06/11/2012	Completed
Casino Public School – Upgrade	\$3,585	\$9,347	Handover 31/07/2012	Completed
Central Coast Centre for Industry Training Excellence – ITC Upgrades at local high schools	\$2,497	\$8,664	2011	Completed
Central West Trade College – Dubbo College – Upgrade	\$2,216	\$3,300	2011	Completed
Clarke Road School (SSP) – Upgrade	\$2,700	\$10,884	2013	

	Expenditure 2011/12 (\$,000)	Estimated total cost (\$,000)	Actual handover or estimated completion date	Details of any significant delays, cancellations or cost overruns
School facilities, upgrades and refurbishment – Work in progress				
Connected Classrooms	\$17,735	\$115,806	2012	Completed
Coolamon Central School - Upgrade	\$403	\$6,951	Handover 12/08/2011	Completed
East Hills Boys High School - Upgrade	\$2,986	\$8,040	Handover 18/07/2012	Completed
East Hills Girls High School - Upgrade	\$3,727	\$6,391	Handover 19/03/2012	Completed
Electronic Document & Record Management System	\$657	\$4,524	Ongoing	
Enterprise Information Management System	\$5,554	\$9,057	2012	Completed
Fort Street High School - Noise insulation	\$4,483	\$10,396	Handover 29/06/2012	Completed
Gulgong High School - Upgrade	\$472	\$4,373	Handover 15/09/2011	Completed
Hilltop Road Public School - New hall/COLA & canteen	\$7	\$2,491	Handover 18/05/2011	Completed
Homebush West Public School - Upgrade	\$3,777	\$5,360	Handover 27/08/2012	Completed
Georges River College - Hurstville Boys Campus - Upgrade	\$5,863	\$14,661	2013	
Illawarra Industry Training College - Port Kembla High School Upgrade – Stage 1	\$1,125	\$3,640	Handover November 2011	Completed
Jerrabomberra Public School - Upgrade	\$113	\$2,041	Handover 01/09/2011	Completed
Karonga School (SSP) - Upgrade	\$1,954	\$3,253	Handover 29/01/2013	Completed
Kyogle High School - Upgrade	\$2,818	\$6,781	2013	
Lachlan Macquarie College for Maths & Science - Upgrade	\$0			Project cancelled
Learning Management & Business Reform Project - Human resource & payroll system	\$16,497	\$63,564	Ongoing	
Learning Management and Business Reform Project - Stage 1	\$37,996	\$203,280	2012	Completed
Learning Management & Business Reform Project - Student administration & learning management system	\$22,676	\$86,469	Ongoing	
Neutral Bay Public School - Upgrade	\$441	\$6,332	Handover 02/02/2011	Completed
Newcastle Schools for Special Purposes - Consolidation	\$0	\$1,392	Handover 30/09/2012	Completed
Premier's Sporting Challenge - Upgrade Sports High Schools	\$444	\$10,433	2011	Completed
Queanbeyan Industry Training College - Karabar High School - Upgrade	\$317	\$1,809	Handover 19/08/2011	Completed
Roseville Public School - Upgrade	\$505	\$7,063	Handover 08/07/2011	Completed
State-wide Demountable Replacement Program 2009-10	\$1,499	\$10,759	2011	Completed
State-wide Gymnasiums & Halls Program 2008-09	\$1,191	\$14,335	2011	Completed

	Expenditure 2011/12 (\$,000)	Estimated total cost (\$,000)	Actual handover or estimated completion date	Details of any significant delays, cancellations or cost overruns
School facilities, upgrades and refurbishment – Work in progress				
Ulladulla High School - Upgrade - Stage 2	\$123	\$6,127	Handover 11/08/2011	Completed
Ulladulla High School - Upgrade - Stage 3	\$5,464	\$11,989	2013	
Wauchope High School - Upgrade	\$793	\$7,496	Handover 12/12/2011	Completed
TAFE NSW facilities, upgrades and refurbishment – New work 2011/12				
TAFE NSW – Riverina Institute Albury Campus, New connected learning facility	\$342	\$7,100	2014	
TAFE NSW – Sydney Institute, Design Centre Enmore upgrade	\$250	\$4,200	2014	
TAFE NSW – North Coast Institute, Kingscliff Campus refurbishment	\$341	\$9,800	2014	
TAFE NSW – South Western Sydney Institute, Lidcombe Campus upgrade	\$250	\$6,500	2014	
TAFE NSW – Hunter Institute, Dry wall plaster, painting and decorating	\$278	\$8,500	2014	
TAFE NSW – Western Sydney Institute, Nirimba Campus refurbishment	\$622	\$9,800	2014	
TAFE NSW – Northern Sydney Institute, North Sydney Campus redevelopment – Stage 3	\$582	\$7,200	2014	
TAFE NSW – Western Institute, Orange Campus – New Aboriginal training centre	\$225	\$4,200	2014	
TAFE e-Learning Systems - Stage 2	\$1,582	\$2,700	2013	
TAFE NSW – New England Institute, Tamworth Campus – New indigenous learning centre	\$271	\$5,100	2014	
TAFE NSW facilities, upgrades and refurbishment – Work in progress				
TAFE NSW – New England Institute, Armidale Campus – Community services upgrade	\$2,018	\$8,005	Handover 30/06/2012	Completed
TAFE NSW – South Western Sydney Institute, Campbelltown Campus – Fire hydrant replacement	\$767	\$1,650	Handover 30/06/2012	Completed
TAFE NSW – Hunter Institute, Gosford Campus – ITC – Central Coast Centre for industry Training Excellence – Upgrade	\$1,235	\$2,414	Handover 17/11/2011	Completed
TAFE NSW – Western Institute, Dubbo Campus – ITC – Central West Trade College – Upgrade	\$849	\$4,500	Handover 23/06/2012	Completed
TAFE NSW – Western Institute, Dubbo Campus – Heavy vehicles facility	\$92	\$9,612	Handover 21/04/2011	Completed

	Expenditure 2011/12 (\$,000)	Estimated total cost (\$,000)	Actual handover or estimated completion date	Details of any significant delays, cancellations or cost overruns
TAFE NSW facilities, upgrades and refurbishment – Work in progress				
Illawarra Industry Training College – Wollongong TAFE – Upgrade	\$1,048	\$1,231	Handover 30/06/2012	Completed
Learning Management & Business Reform Project – Student administration and learning management system	\$14,704	\$35,138	2014	
TAFE NSW – North Coast Institute, Murwillumbah Campus – Campus refurbishment	\$1,872	\$2,662	2013	
TAFE NSW – Hunter Institute, Muswellbrook Campus – Mining Skills Centre – Stage 2	\$1,185	\$1,498	Handover 03/05/2012	Completed
TAFE NSW – Northern Sydney Institute, North Sydney Campus – Campus redevelopment and Bradfield relocation	\$2,674	\$9,000	2013	
TAFE NSW – Northern Sydney Institute, North Sydney Campus – Dunbar Building Refurbishment – Stage 1	\$2,620	\$9,000	2013	
TAFE NSW – Northern Sydney Institute, Northern Beaches Campus – Health and community fitness centre	\$1,196	\$7,291	Handover 30/06/2012	Completed
TAFE NSW – Illawarra Institute, Nowra Campus – Facilities upgrade	\$49	\$4,762	Handover 30/06/2011	Completed
TAFE NSW – Illawarra Institute, Queanbeyan Campus – ITC – Queanbeyan Industry Training College – Upgrade	\$857	\$2,470	Handover 20/10/2011	Completed
TAFE e-Learning Systems – Stage 1	\$343	\$2,626	Handover 30/6/2012	Completed
TAFE NSW, Sydney Institute – Ultimo Campus – Autocel – Transport technology centre	\$8,939	\$16,859	2013	
TAFE NSW, Sydney Institute – Ultimo Campus – Infrastructure sustainability – Stage 2	\$1,121	\$2,705	Handover 03/02/2012	Completed
TAFE NSW, Sydney Institute – Ultimo Campus – Infrastructure sustainability – Stage 3	\$3,112	\$9,200	2013	
TAFE NSW – Riverina Institute, Wagga Wagga Campus – Engineering and digital media	\$3,398	\$8,164	Handover 03/02/2012	Completed
TAFE NSW – North Coast Institute, Wollongbar Campus – Plumbing and infrastructure upgrade	\$15	\$1,500	Handover 03/02/2012	Completed
TAFE NSW – Illawarra Institute – Metal fabrication upgrade	\$4,430	\$7,089	Handover 03/02/2012	Completed
Office of Communities facilities, upgrades and refurbishment – Work in progress				
Southern Highlands Regional Shooting Complex	\$7,342	\$7,789	2014	Project on hold pending compliance review
Old Kings School development	\$1,537	\$1,537	2014	Project on hold pending planning strategy review
Jindabyne water reticulation services upgrade	\$589	\$589	Handover 30/6/2012	Completed

Appendix 18:

Payment of accounts

This appendix details performance in paying accounts during the most recent financial year, including details of action taken to improve performance in paying accounts.

	Current (ie within due date) (\$'000)	Less than 30 days overdue (\$'000)	Between 30 and 60 days overdue (\$'000)	Between 60 and 90 days overdue (\$'000)	More than 90 days overdue (\$'000)
Sept	\$10,266	\$55,513	\$1,176	\$2,833	\$1,345
Dec	\$9,232	\$19,589	\$4,307	\$1,511	\$8,754
Mar	\$112,574	\$1,509	\$1,320	\$33	\$169
Jun	\$102,357	\$796	\$103	\$20	\$65
Small business suppliers					
Sept	nil	nil	nil	nil	nil
Dec	nil	nil	nil	nil	nil
Mar	\$1	nil	nil	nil	nil
Jun	\$13	\$2	nil	nil	nil

Table 28: Aged analysis at the end of each quarter (2011/12)

	Number of accounts	Number of accounts paid on time	Total accounts paid on time (actual %, based on number)	Total amount due for payment (\$'000)	Total amount paid on time (\$'000)	Total accounts paid on time (actual %, based on \$)	Number of payments for interest on overdue accounts	Interest paid on overdue accounts
Sept	106,530	78,346	74%	\$958,589	\$797,816	83%	nil	nil
Dec	104,134	76,664	74%	\$608,345	\$520,537	86%	nil	nil
Mar	89,987	64,368	72%	\$690,296	\$549,086	80%	nil	nil
Jun	155,178	119,039	77%	\$1,170,389	\$954,353	82%	nil	nil
Small business suppliers								
Sept	nil	nil	nil	nil	nil	nil	nil	nil
Dec	nil	nil	nil	nil	nil	nil	nil	nil
Mar	1	1	100%	nil	nil	nil	nil	nil
Jun	53	42	79%	\$105	\$103	98%	nil	nil

Table 29: Accounts paid on time within each quarter (all suppliers) (2011/12)¹

¹ Note: Data includes vendor payments for goods and services only (now excludes miscellaneous payroll deductions, interfaces from Assisted School Travel Unit (ASTU), State Training Services and Integrated Vocational Education and Training System (IVETS))

The key problem affecting prompt processing of payments during the year was that a majority of vendors forward invoices to business units, rather than directly to the Department's shared service centre, which can lead to delays in invoice processing and payment. In order to improve payment performance, the Department has implemented a *30 Day Payment Term Policy*. Vendor mail-outs have been undertaken to encourage vendors to direct invoices to the shared service centre to reduce processing and payment timeframes.

For the Office of Communities, unavoidable delays in processing accounts occasionally arise due to delays in obtaining goods in proper order and condition or queries about invoices. The Office continues to encourage suppliers to accept electronic funds transfer as the preferred method of payment to improve overall payment performance.

There were no significant events that affected payment performance during the year and no interest was paid on overdue accounts.

Appendix 19: Legal services expenditure

The appendix reports the Department's external legal services expenditure for 2012, for engagements equal to or above \$50,000.

Name of Firm	Area of law	Services provided	Total amount
Hicksons Lawyers	Commercial	Provision of advice	\$90,829
Hicksons Lawyers	Commercial	Provision of advice	\$80,749
Hicksons Lawyers	Commercial	Provision of advice	\$53,096
Hicksons Lawyers	Commercial	Other	\$161,620
Hicksons Lawyers	Commercial	Document drafting	\$61,422
Thompsons Lawyers	Employment and Industrial	Provision of advice	\$99,913
Crown Solicitor	Property	Litigation support	\$173,842
Minter Ellison	Government and Administrative	Other	\$76,755
Total external legal services expenditure for 2012			\$798,225

Appendix 20: Credit card certification

The Department of Education and Communities credit card policies and guidelines outline the requirements for the issue, usage and administration of credit cards. The rules are consistent with government policy, as outlined in relevant Treasurer's Directions and Treasury Circulars. In accordance with Treasurer's Direction 205.01, it is certified that credit card use within the Department of Education and Communities has been in accordance with NSW Government requirements.

Appendix 21: Grants

This appendix outlines the nature and purpose of each grant program and lists all grants the Department disbursed under each program in 2012.

- Aboriginal Language Revitalisation
- Adult and Community Education (ACE) Program Grants
- Anzac Community Multicultural Grants
- Anzac Community Youth Grants
- Apprenticeship and Traineeship Training Program Grants
- Artstart - NSW Youth Arts and Skills Festival Grants
- Community Building Partnership Program – 2010
- Community Building Partnership Program – 2011
- Community Languages Grants
- Community War Memorial Grants
- Cultural Events and NAIDOC Week
- Elsa Dixon
- Focus Communities Program
- Grant in Aid
- Group Joint Training Scheme Grants
- Indigenous Sports Program
- International Sporting Event Program
- Intervention Support Grants - Young People with Disabilities
- Minister for Aboriginal Affairs Discretionary Grants
- Minister for Sport and Recreation Discretionary Fund
- Miscellaneous Education Grants
- National Partnerships
- National School Drug Education Grants
- Partnership Community Working Party Program support
- Productivity Places Program Grants
- Regional Academies of Sport
- Regional Conservatorium of Music Grants
- Safety and Rescue Program
- Skills Enhancement Program Grants
- Sport and Athlete Development Program
- Sport and Recreation Facility Program
- Sport and Recreation Participation Program
- Sport and Recreation Special Grants
- Sport and Recreation Strategic Partnerships Program
- Sport Development Program
- Strategic Skills Program Grants
- VET in Schools Program Grants – Other
- VET In Schools Consortium Grants
- Youth Assistance Strategies Grants

Aboriginal Language Revitalisation

Support the provision of Aboriginal language services

NSW Aboriginal Education Consultative Group (AECG) Inc.	\$400,000
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Adult and Community Education (ACE) Program Grants

Delivery of accredited and non-accredited vocational education and training.

ACE Community Colleges Ltd	\$1,009,082
Albury Wodonga Community College Ltd	\$206,070
Ballina Region Community College Inc.	\$504,715
Bankstown Community College Inc.	\$472,565
Byron Region Community College Inc.	\$436,163
Camden Haven Community College Inc.	\$258,746
Central Coast Community College	\$661,194
City East Community College Inc.	\$292,612
Coffs Coast Community College Inc.	\$270,950
Community College-Northern Inland Inc.	\$624,677
Community Colleges Australia Ltd	\$51,250
Cooperative Learning Ltd	\$92,500
Forster Tuncurry Community College Inc.	\$131,601
Grafton Community College Inc.	\$81,977
Hawkesbury Community College Inc.	\$245,947
Hornsby Ku-Ring-Gai Community College Inc.	\$193,936
Hunter Community College Inc.	\$268,276
Kiama Community College Inc.	\$595,204
Macarthur Community College Inc.	\$382,393
Macleay Valley Community College Inc.	\$28,083
Macquarie Community College	\$285,997
Mosman Evening College Inc.	\$10,500
Murwillumbah Adult Education Centre Inc.	\$254,109
Nepean Community College Inc.	\$423,945
New England Community College Inc.	\$132,046
North West Community College Inc.	\$284,335
Northern Beaches Community College Inc.	\$276,779
Port Macquarie Community College Inc.	\$533,004
Riverina Community College Ltd	\$663,138
Robinson Education Centre Inc.	\$402,155
Singleton Community College Inc.	\$144,738
St George & Sutherland Community College Inc.	\$282,978
Sydney Community College Ltd	\$192,361
Tamworth Community College Inc.	\$282,411
Taree Community College Inc.	\$262,986
Tenterfield Community College Inc.	\$40,281
The Deaf Society of NSW	\$316,169
The Eurobodalla Adult Education Centre Inc.	\$250,988
The Parramatta College Inc.	\$453,713
Tomaree Community College Inc.	\$253,822
Tuggerah Lakes Community College Inc.	\$493,649
Verto Ltd	\$776,087
Western College Inc.	\$623,340
Western Riverina Community College Inc.	\$232,427

Workers Educational Assoc.-Hunter	\$663,868
Workers Educational Assoc.-Illawarra	\$393,624
Workers Educational Assoc.-Sydney	\$142,146
Total	\$15,879,537

Anzac Community Multicultural Grants

Helping local multicultural communities to raise public awareness of the Anzac legacy and the sacrifices made by Australians in war

Affinity Intercultural Foundation	\$5,000
Bharatiya Vidya Bhavan Australia, Sydney	\$5,000
Eastwood Chinese Senior Citizens Club	\$2,000
Griffith Public School	\$3,260
Hills Holroyd Parramatta Migrant Resource Centre (MRC)	\$5,000
Ingleburn High School	\$5,000
Italian Bilingual School, Leichhardt	\$4,955
Narwee Public School	\$2,410
NSW Association of Jewish Ex-Servicemen and Women (NAJAX)	\$5,000
Vietnamese Language Schools NSW and Vietnamese P&C Assoc. Inc.	\$2,000
Total	\$39,625

Anzac Community Youth Grants

Enabling schools and other organisations to engage children in the Anzac legacy, with a particular focus on using web and multimedia technologies to share stories with a modern audience

Bingara Central School	\$5,000
Bringelly Public School	\$5,000
Hay War Memorial High School Museum	\$5,000
James Fallon High School	\$5,000
John Paul College, Coffs Harbour	\$1,000
Junee High School	\$829
Lapstone Public School	\$4,200
Mayfield East Public School	\$2,500
Port Macquarie Historical Society Inc.	\$1,300
Redeemer Baptist School, North Parramatta	\$5,000
Rowland Hassall School	\$5,000
Sarah Redfern High School	\$4,300
South East Arts, Bega	\$5,000
Tamworth High School	\$5,000
Tamworth Regional Film and Sound Archive	\$4,500
Tumut High School	\$1,500
Total	\$60,129

Apprenticeship and Traineeship Training Program Grants

Supporting delivery of training which leads to apprenticeships and traineeships as well as provision of preliminary vocational skills training

1 Training Solutions Pty Ltd	\$2,478
3-AAA Training & Consulting Pty Ltd	\$81,590
A H F B Pty Ltd	\$3,867
AAMC Training Group Pty Ltd	\$26,810
Above & Below Adventure Company Pty Ltd	\$15,023
ACA Training Solutions Pty Ltd	\$187,735
Acacia Group Ltd	\$20,036
Academy Blue Pty Ltd	\$52,678
Academy Holdings Pty Ltd	\$467,379
Academy of Training Pty Ltd	\$235,289
Access Group Training Ltd	\$953,213
Access Training & Logistics Pty Ltd	\$35,250
Access Training Institute Pty Ltd	\$21,842
Accredited Training, Licensing & Assessment Services Pty Ltd	\$16,131
ACE North Coast Inc.	\$49,357
Active Industry Training Ltd	\$1,071,403
ACTU Education Inc.	\$5,694
AD1 College Pty Ltd	\$7,142
Adept Training Pty Ltd	\$29,859
Alan Bartlett Consulting Pty Ltd	\$67,219
All Australian Training Pty Ltd	\$27,391
All Automotive Training Services Pty Ltd	\$141,503
All Business Learning End-Solutions Pty Ltd	\$4,279
Allied Educational Services Pty Ltd	\$170,270
Alstonville Adult Learning Assoc.	\$11,019
Anglican Retirement Villages (Diocese of Sydney)	\$76,157
Anglican Youth & Education Diocese of Sydney	\$23,948
Anglicare Canberra & Goulburn	\$30,535
Applied Training Solutions Pty Ltd	\$230,321
Apprentices Trainees Employment Ltd	\$538,822
ASA-Australian Sports Academy Pty Ltd	\$2,919
Ash Pty Ltd	\$627,770
Astute Training Pty Ltd	\$5,012
ATC Western Sydney Ltd	\$86,936
Atkinson Training & Development Pty Ltd	\$66,177
ATS Training Systems Pty Ltd	\$833
Aurora Training & Professional Services Pty Ltd	\$75,212
Ausgrid	\$619,312
Austrain Academy Pty Ltd	\$507,569
Austraining (NSW) Pty Ltd	\$99,102
Australasian Education & Training Services Pty Ltd	\$2,850
Australian Academy Pty Ltd	\$7,497
Australian Airline Pilot Academy Pty Ltd	\$22,969
Australian Careers Business College Pty Ltd	\$116,344
Australian Centre for Environmental Compliance Pty Ltd	\$19,191
Australian College of Commerce and Management Pty Ltd	\$1,267,092
Australian College of Management Pty Ltd	\$279,683
Australian College of Training Pty Ltd	\$15,799

Australian Combined Resources Pty Ltd	\$1,479
Australian Drilling Industry Training Committee Ltd	\$5,967
Australian Education & Training Solutions Pty Ltd	\$500
Australian Employment & Training Solutions Pty Ltd	\$24,484
Australian Industry Group Training Services Pty Ltd	\$60,095
Australian Institute of Financial Services & Accounting Pty Ltd	\$13,704
Australian Institute of Workplace Learning Pty Ltd	\$52,328
Australian Mines & Metals Assoc. Inc.	\$19,930
Australian Rail Training Pty Ltd	\$10,273
Australian Retailers Assoc.	\$5,341
Australian Salesmasters Training Co Pty Ltd	\$140,969
Australian Training Company Ltd	\$191,922
Australian Vocational Education College Pty Ltd	\$50,303
Australian Vocational Training College Pty Ltd	\$45,369
Auswide Projects Ltd	\$142,888
Automotive Group Training (NSW)	\$346,565
Avana Learning Pty Ltd	\$100,100
B Online Learning Pty Ltd	\$2,325
Bannister Technical Pty Ltd	\$322,113
Barrington Training Services Pty Ltd	\$176,031
Beeken Pty Ltd	\$1,608
Beelmo Pty Ltd	\$205,071
Benchmark OHS Consulting Pty Ltd	\$100,824
Benchmark Resources Pty Ltd	\$289,044
Booroongen Djugun Aboriginal Corporation	\$32,994
Border Express Pty Ltd	\$26,082
Bout Pty Ltd	\$57,528
Brainwave Learning Centre Pty Ltd	\$452,542
Break Thru People Solutions	\$20,229
Bridgeworks Personnel Ltd	\$242,044
BSA Ltd	\$17,191
Business Training & Management Pty Ltd	\$7,545
Camden Haven Community College Inc.	\$25,367
Canterbury-Hurlstone Park RSL Club Ltd	\$1,073
Capital Careers Pty Ltd	\$28,582
Careers Australia Institute of Training Pty Ltd	\$101,943
CASS Training Pty Ltd	\$1,794
Castle Personnel Services Ltd	\$635
Catholic Education Office	\$96,695
CE Training Consultants Pty Ltd	\$89,557
Central Coast Community College	\$485
Central West Group Apprentices Ltd	\$195,648
Century Group Pty Ltd	\$63,201
Cerebral Palsy Alliance	\$61,399
Challenge Disability Services	\$28,666
Challenge National Pty Ltd	\$174,944
Challenger Training Pty Ltd	\$260,314
Charles Sturt Services Pty Ltd	\$31,202
Charterplus Pty Ltd	\$234,681
City-Wide Building and Training Services Pty Ltd	\$223,409
Civil Contractors Federation	\$102,769

CLB Training & Development Pty Ltd	\$157,557	Ford Motor Company of Australia Ltd	\$93,324
Coates Hospitality Services Pty Ltd	\$364,999	Forsythes IT & Training Pty Ltd	\$10,955
Cobra Contracting Pty Ltd	\$1,088	Furnishing Industry Association of Australia Ltd	\$633,810
Coffs Coast Community College Inc.	\$2,123	Future Academy Pty Ltd the Trustee for Future Academy Trust	\$110,968
College of Warehouseing (Australia) Pty Ltd	\$4,606	Futurstaff Pty Ltd	\$48,135
Comet Training Pty Ltd	\$67,940	G L Marketing & Distribution Pty Ltd ATF the Lynch Family Trust	\$25,780
Comfortdelgro Cabcharge Pty Ltd	\$37,441	Gateway Training Academy Pty Ltd	\$17,521
Communicare Inc	\$823	Goodstart Early Learning Ltd	\$43,120
Community Child Care Cooperative Ltd (NSW)	\$41,303	Gow Learning International Pty Ltd	\$273,270
Community College-Northern Inland Inc.	\$15,738	Greenacres Disability Services	\$2,257
Congia Enterprises Pty Ltd	\$145,018	Griffith Skills Training Centre Inc.	\$102,206
Contour Systems Pty Ltd	\$13,747	Guardian Training Services Pty Ltd	\$102,335
Cossettini Narelle May	\$131,680	Guru Training Pty Ltd	\$344,942
Cottonsoft Software Pty Ltd	\$2,398	H&H Accredited Training Australasia Inc.	\$89,780
Crown Equipment Pty Ltd	\$11,788	Hammond Institute Pty Ltd	\$10,045
Customer Focus Group Training Co of NSW Pty Ltd	\$99,583	HCR Constructions Pty Ltd	\$2,722
D A T Walker Holdings Pty Ltd	\$25,971	HGT Australia Ltd	\$1,224,457
D P Training Pty Ltd ATF Goodeve Family Trust	\$3,350	Honora Pty Ltd	\$479
Dazzle-M Pty Ltd	\$11,608	Hostec IDR Pty Ltd	\$243,302
DeFaye Training & Consultancy Pty Ltd	\$13,480	House With No Steps - Valentine	\$71,400
Dental Assistant Training Solutions Pty Ltd	\$130,198	HPC Holdings Pty Ltd ATF the Symbio Alliance Trust	\$532
Designer Training Pty Ltd	\$12,876	Hume Learning Institute Pty Ltd	\$8,449
Directions (Australia) Pty Ltd	\$51,930	Hungry Jacks Pty Ltd	\$3,941
Donna Mere Morrell-Pullin	\$500	Hunter Councils Inc.	\$34,189
Dynomyte Solutions Pty Ltd	\$47,610	Hunter Plant Operator Training School	\$18,614
E Firstaid Pty Ltd	\$2,400	Hunter Valley Training Company Pty Ltd	\$306,537
Eagle Wing Education and Training Pty Ltd	\$985	Hurstville Enterprise Association for People Services Inc	\$1,496
East West Training Solutions Pty Ltd	\$564,390	Hyundai Motor Company Australia Pty Ltd	\$123,497
Education Training & Employment Australia Pty Ltd	\$76,920	Illawarra Area Child Care Ltd	\$1,234,440
EIM Training Pty Ltd	\$17,720	Illawarra Retirement Trust	\$45,798
Emma'S Secret Investments Pty Ltd	\$177,546	Impact Training & Development Solutions Pty Ltd	\$76,891
Employment & Training Australia Inc.	\$124,594	Impact Training Institute Pty Ltd	\$80,582
Employment Innovations Pty Ltd	\$21,600	Indigo Medical & Dental Training Pty Ltd	\$2,203
Empowerment Options Pty Ltd	\$79,657	Infront Training Pty Ltd	\$17,347
Endeavour Energy	\$106,707	Inner West Skills Centre Inc.	\$1,429
Endeavour Industries Ltd	\$80,961	Innovative Learning Solutions Pty Ltd	\$3,415
Enterprise & Training Company Ltd	\$386,053	Insight Training Group Australia Pty Ltd	\$42,447
Equalis Pty Ltd	\$482,614	Institute of Financial Services Inc.	\$147,913
Equals International (Australia) Pty Ltd	\$5,303	Institute of Strategic Management Pty Ltd	\$650
Essential Personnel Assoc. Inc.	\$12,509	Integlobal Associates Pty Ltd	\$4,752
Esset Group Pty Ltd	\$320,710	Integrated Care & Management Training Pty Ltd	\$326,810
Eurobodalla Adult Education Centre Inc.	\$38,660	Integrated Training Solutions (Aust) Pty Ltd	\$14,922
Evan Hutchens	\$13,257	Intercept Group Pty Ltd	\$183,853
Excelior Pty Ltd	\$1,313	International Academy of Equine Education Pty Ltd	\$168,186
Ferngood Pty Ltd	\$4,918	International Child Care College Pty Ltd	\$411,223
First Impressions Resources Pty Ltd	\$119,819	Interwork Ltd	\$19,576
Fitlink Australia Pty Ltd	\$1,340	Into Training Australia Pty Ltd	\$312,154
Five Star Training Pty Ltd	\$706,950	ISA Kiama Pty Ltd	\$62,498
Fletcher International Exports Pty Ltd	\$127,822	J2S Training Solutions Pty Ltd	\$916
Flexible Training Solutions Pty Ltd	\$291,517	JB Hunter Technology Pty Ltd	\$154,706
Focus Training Solutions Pty Ltd	\$44,417	JCE Positive Outcomes Pty Ltd	\$47,689

JKR Training for Business Pty Ltd	\$25,442	Mental Health Coordinating Council Inc.	\$83,095
Joblink Plus Ltd	\$116,373	Milcom Communications Pty Ltd	\$44,337
John Sigurd Muller	\$4,320	Mines Rescue Pty Ltd	\$49,523
JPS & Associates Pty Ltd	\$86,314	Mint Training Pty Ltd	\$49,633
Julie Ried Management Pty Ltd	\$247,505	Monka Pty Ltd	\$475,561
Just Careers Training Pty Ltd	\$309,726	Motor Traders Association of NSW	\$1,249,752
Kells Training Centre Pty Ltd	\$6,392	Moving Mountains Pty Ltd	\$19,148
Key Employment Assoc. Inc.	\$2,519	Murray Mallee Training Company Ltd	\$411,338
Kiama Community College Inc.	\$76,090	My Freight Career Pty Ltd	\$61,899
Kirana Training Pty Ltd	\$94,248	N Chee & T Chee	\$24,863
Kogarah Rockdale Training Scheme Incorporated	\$304,842	National College Australia Pty Ltd	\$12,666
KRTS Pty Ltd	\$103,431	National Food Institute Pty Ltd	\$9,010
KS Training Pty Ltd	\$82,317	National Insurance Brokers Assoc.	\$19,963
Lake Macquarie Small Business Centre Ltd	\$3,673	National Training Organisation Pty Ltd	\$452,546
Laranda Pty Ltd	\$14,800	Navitas Workforce Solutions Pty Ltd	\$6,377
LDC Group Asia Pacific Pty Ltd	\$68,368	Network of Community Activities	\$36,787
LDO Group Training Pty Ltd	\$120,324	New Deal Pty Ltd	\$6,608
Leadership Success Pty Ltd	\$417	Newskills Ltd	\$1,543
Learning Collaborative Pty Ltd	\$15,389	Newtrain Incorporated	\$7,437
Learning Lab Pty Ltd	\$9,087	Newtrain Northern Rivers Inc.	\$16,049
Learning Sphere Training Solutions Pty Ltd	\$35,593	NORTEC Employment & Training Ltd	\$212,193
Lennox Institute Pty Ltd	\$137,012	Northern Beaches Community College Inc.	\$19,359
Lexon Industries Pty Ltd	\$29,730	Northnet Incorporated	\$127,965
Lianrick Pty Ltd	\$4,285	Nova Employment & Training Inc.	\$26,026
Life Without Barriers	\$2,063	NSW Dental Assistants (Professional) Assoc. Inc.	\$63,818
Link Employment & Training Inc.	\$4,288	NSW Fishing Industry Training Committee Ltd	\$46,432
Logan Workforce Solutions Pty Ltd	\$2,300	Nursing Group Pty Ltd	\$45,915
Logic Entity Australia Pty Ltd	\$36,909	OCTEC Ltd	\$165,893
M J Denstaff Training Pty Ltd	\$12,965	On Time Resources Pty Ltd	\$212,290
Macarthur Community College Inc.	\$242,575	On-Focus Incorporated	\$69,607
Macarthur Group Training Ltd	\$637,157	Online Consultancy & Investments Pty Ltd	\$42,973
Macdonald Education Pty Ltd	\$2,046	Open Colleges Pty Ltd	\$231
Macquarie Community College	\$14,078	Orca (Ocean Recreation Careers Australasia) Pty Ltd	\$5,879
Macquarie Employment Training Service Inc.	\$1,025,083	ORS Rehabilitation & Placement Services Pty Ltd	\$99,847
Maddisson Employment Pty Ltd	\$43,792	P & J Wade Pty Ltd ATF P J Wade Family Trust	\$1,563
Mai-Wel Ltd	\$17,346	P Lees & N Lees	\$1,165
Management Institute of Australia No1 Pty Ltd	\$122,693	Pearsons School of Floristry Pty Ltd	\$10,832
Management Institute of Australia No2 Pty Ltd	\$251,201	Pegasus Management Pty Ltd	\$156,494
Mantra Training & Development Pty Ltd	\$4,499	Pegasus Training Services Pty Ltd	\$2,663
Mardo Group Pty Ltd	\$75,094	Penrith Skills for Jobs Ltd	\$132,597
Marrickville Community Training Centre Inc.	\$48,678	Pentrans Consulting Pty Ltd	\$31,796
Marshall Kristen	\$18,255	Perceptum Training Partners Pty Ltd	\$70,364
Mask Academy Pty Ltd	\$435,420	Performance Edge Systems Pty Ltd	\$432,494
Mask Make Up Studios Pty Ltd	\$167,907	Performis Pty Ltd	\$141,631
Master Plumbers & Mechanical Contractors Association of NSW	\$124,761	Pharmaceutical Society of Australia	\$25,520
Mater College Pty Ltd	\$220,834	Pivotal Training & Development Pty Ltd	\$92,558
Maxwells Services Pty Ltd	\$208,029	Pow Wow Training Pty Ltd	\$41,532
McDonald's Australia Ltd	\$528,983	Pragmatic Training Pty Ltd	\$5,087
McElvenny Ware Pty Ltd	\$2,178	Precise Training Pty Ltd	\$60,715
McMillan Staff Development Pty Ltd	\$81,791	Precision Training Australia Pty Ltd	\$1,958
MEGT (Australia) Ltd	\$282,653	Professional Training Services Australia	\$13,054

Property Training Solutions Pty Ltd	\$73,720	Sydney Institute of Hair & Beauty Pty Ltd	\$21,926
Proteen for Teens Inc.	\$17,954	Sydney School of Business and Technology (SSBT) Pty Ltd	\$4,896
Provet Pty Ltd	\$33,233	Sydney Technical Institute Pty Ltd	\$38,594
Ramsden Telecommunications Training Pty Ltd	\$59,829	Tactical Training Group Pty Ltd	\$856,308
Reach for Training Pty Ltd	\$26,660	Tamworth Community College Inc.	\$14,411
Real Corporate Partners Pty Ltd	\$212,516	Tandem College Pty Ltd	\$4,243
Real Estate Institute of NSW Ltd	\$103,566	Taree Community College Inc.	\$16,484
Real Estate Training Solutions Pty Ltd	\$185,715	Targett Retail Training Pty Ltd	\$68,861
Rebel Group Ltd	\$40,481	Teach Me Law Enforcement Pty Ltd	\$2,389
Recognition First Pty Ltd	\$268,682	TESA Mining (NSW) Pty Ltd	\$298,557
Regional Group Training Ltd	\$10,714	Texskill Ltd	\$48,553
Regional Learning & Development Pty Ltd	\$3,388	The Angelsea Complex Pty Ltd	\$17,399
Regional Skills Training Pty Ltd	\$11,608	The Australian Electrotechnology Industry Training Centre Ltd	\$1,352,537
Response Employment & Training Pty Ltd	\$2,675	The Change Network Pty Ltd	\$76,335
Restaurant & Catering Association of NSW	\$16,027	The Crusader Union of Australia	\$21,296
Rise Education & Training Pty Ltd	\$21,665	The Daniels Associates of Australasia Pty Ltd	\$276,923
Rivalea (Australia) Pty Ltd	\$105,992	The Fletcher Family Trust Trissig Pty Ltd	\$270,949
Riverina Community College Ltd	\$34,050	The Hospitals Contributions Fund of Australia Ltd	\$7,684
Rochdale Institute Pty Ltd	\$21,910	The Illawarra ITEC Ltd	\$85,404
Royal Rehabilitation Centre Sydney	\$60,646	The Instruction Company Pty Ltd	\$938
RTV Consultancy Pty Ltd	\$19,552	The Knowledge Space Trust	\$33,299
Rutherford Technical Services Pty Ltd	\$46,515	The Management Edge Pty Ltd	\$119,916
SAL Consulting Pty Ltd	\$41,159	The Parramatta College Inc.	\$1,765
Salesforce Australia Pty Ltd	\$115,025	The Pharmacy Guild of Australia	\$186,087
Selmar Holdings Pty Ltd	\$347,385	The Quality Training Company Pty Ltd	\$50,160
Sempcom Petroleum Transport Training Pty Ltd	\$50,982	The Recovre Group Training Services Pty Ltd	\$1,000
Skilled Group Ltd	\$2,133	The Salvation Army (NSW) Property Trust	\$2,063
Skills Training Australia Group Pty Ltd	\$427,852	The Trustee for the PK Trust	\$821
Skills2Work Pty Ltd	\$629	The Wise Academy Pty Ltd	\$2,111
Skills4Jobs Pty Ltd	\$13,542	Timber Training Creswick Ltd	\$13,022
Skillstech Australia	\$211,985	TLC Training Solutions Pty Ltd	\$47,665
Skillstrain Pty Ltd	\$3,128	Tomaree Community College Inc.	\$985
Skillswest Training Co Pty Ltd	\$87,685	Tracs RTO Pty Ltd	\$350
Smart Connection Co Pty Ltd	\$2,376	Train Australia Pty Ltd	\$232,871
South Pacific Training Group Pty Ltd	\$46,718	Trainer Assessor Group Pty Ltd	\$136,714
Southern Training Organisation Pty Ltd	\$7,047	Training & Development Australia Pty Ltd	\$637,337
Southside Community Services Inc.	\$3,301	Training Beyond 2000 Pty Ltd	\$69,007
St George & Sutherland Community College Inc.	\$21,077	Training Experts Australia Pty Ltd	\$371,870
St Patrick's Business College Ltd	\$3,240	Training for Work Pty Ltd	\$7,210
STA Travel Pty Ltd	\$80,820	Training Sense Pty Ltd	\$36,821
Stanborough Wemyss Contracting Pty Ltd	\$771,976	Training Services 4 You Pty Ltd	\$14,120
Star City Pty Ltd	\$57,469	Training Solutions	\$114,621
Statewide Business Training Pty Ltd	\$100,393	Training Specialists (Australia) Pty Ltd	\$517,644
Steven Millard & Associates Pty Ltd ATF Millard Family Trust	\$6,917	Training Synergies Pty Ltd	\$18,939
Strategic Corporate Training Pty Ltd	\$25,478	Transport Industries Skills Centre Inc.	\$9,714
Strategix Training Group Pty Ltd	\$273,732	Transport Training Solutions Pty Ltd	\$8,657
Strive Training Australia Pty Ltd	\$341,779	Transqual Pty Ltd	\$333,985
Subway Development of NSW & ACT Pty Ltd	\$51,772	TSA The Training Company Pty Ltd	\$2,309,426
Sureway Skills Training Pty Ltd	\$18,373	Tuggerah Lakes Community College Inc.	\$29,185
Sustainable Learning Australasia Pty Ltd	\$26,887	Tursa Employment & Training Inc.	\$220,121
Sutherland Shire Council	\$43,659	UNE Partnerships Pty Ltd	\$83,089

Uniting Church in Australia Property Trust (NSW)	\$110,234
UPC Pty Ltd	\$1,122
Vantage Automotive Pty Ltd	\$578,545
Verto Ltd	\$441,558
Vision International College Inc.	\$2,962
Vision Training Institute Pty Ltd	\$173,128
Vital Training Solutions Pty Ltd	\$2,788
Vocational Institute of Australia Pty Ltd	\$115,381
Vocational Training Australia Pty Ltd	\$801,756
W G Learning Pty Ltd	\$450,515
Wentworth College Pty Ltd	\$470,361
Western College Inc.	\$9,958
Westrac Pty Ltd	\$141,800
Wetherill Park Training Centre Pty Ltd	\$47,438
Windridge Farms Pty Ltd	\$1,006
Wise Education Group Ltd Partnership	\$1,502,100
Work Savvy Pty Ltd	\$47,327
Workers Educational Assoc.	\$8,573
Workers Educational Assoc.- Hunter	\$25,832
Workplace Training Pty Ltd	\$2,900
Worksmart Global Pty Ltd	\$7,326
Worktrain Pty Ltd	\$144,245
Workventures Ltd	\$92,359
WPC Group Ltd	\$18,118
Xcellence Pty Ltd	\$20,291
X-Seed Education & Development Pty Ltd	\$4,692
Yolarno Pty Ltd	\$36,648
Yum Restaurants Australia Pty Ltd	\$432,346
YWCA NSW	\$30,569
Total	\$57,117,861

Artstart - NSW Youth Arts and Skills Festival Grants

Providing arts and cultural programs for young people aged between 12 and 24.

Arts Mid North Coast Inc.	\$26,000
Arts North West Inc.	\$26,000
Arts Outwest	\$26,000
Arts Upper Hunter Inc.	\$26,000
Bankstown Youth Development Service	\$26,000
Blue Mountains City Council	\$18,000
Brand X Productions	\$22,000
Ku-Ring-Gai Council	\$22,500
Metro Screen Ltd	\$17,000
Outback Arts Incorporated	\$26,000
Regional Youth Support Services Inc.	\$15,500
Shopfront Theatre for Young People Co-Op Ltd	\$21,500
South West Arts Incorporated	\$26,000
Southern Tablelands Arts	\$26,000
The Information & Cultural Exchange	\$26,000
Total	\$350,500

Community Building Partnership Program - 2010

Funding community groups and local councils to invest in community infrastructure throughout NSW

Albert Park Public School P&C Assoc.	\$3,200
Australian National Sports Club Inc.	\$65,000
Balranald Shire Council	\$15,810
Bankstown District Sports Club Ltd	\$40,000
Bathurst Regional Council	\$50,000
Bonnie Women's Refuge Ltd	\$66,000
Brungle/Tumut Local Aboriginal Land Council	\$15,000
Burraneer Activity Centre	\$60,000
Bushwalkers Wilderness Rescue Squad Inc.	\$50,000
Byron Bay Basketball Assoc. Inc.	\$32,269
Camden Junior Australian Football Inc.	\$90,000
Careel Bay Tennis Club	\$30,000
Chaldean Babylon Sports And Cultural Club Inc.	\$10,000
Chinese Christian Community Service Centre	\$29,830
Clarence Town & District Historical Museum Assoc.	\$80,000
Clovelly Bowling & Rec Club Ltd	\$15,000
Concord Burwood United Junior Rugby League Club	\$50,000
Cronulla School Of Arts	\$50,000
Disability Enterprises	\$15,000
Eastern Suburbs Community Youth Assoc.	\$45,000
Eastwood Thornleigh District Tennis Assoc.	\$19,859
Eden Minor Rugby League Inc.	\$50,000
Fingal Rovers Surf Life Saving Club Inc.	\$85,111
Galloping Gully Polocrosse Club Inc.	\$20,000
Gosford Cricket Club	\$14,250
Hawkesbury Sports Council Inc.	\$15,695
Hunters Hill Council	\$24,800
Hurstville Glory Soccer Club	\$30,000
Johns River Community Hall	\$40,000
Kingscliff Amateur Swimming Club Inc.	\$40,000
Kootingal Community Hall Reserve Trust	\$10,500
Lions Club Of Camden Inc.	\$12,000
Liverpool Womens Health Centre	\$70,000
Macarthur Diversity Services Initiative	\$14,000
Maltese Community Council Of NSW Inc.	\$60,000
Manildra And District Improvement Assoc.	\$25,000
Marine Rescue NSW	\$35,000
Malabar After School Care	\$50,000
Mid Mountains Out Of School Hours Service Inc.	\$102,606
Murwillumbah Community Centre Inc.	\$100,000
Murwillumbah Cricket Club Inc.	\$40,000
Nabiac & District Pre School Assoc. Inc.	\$35,476
Newleaf Community Renewal	\$56,650
Northcott Disability Services	\$7,840
Northshore Australian Football Club	\$80,000
NSW Rural Fire Service	\$49,698
Police Citizens Youth Clubs	\$127,224
Residents Action For Scotts Head Inc.	\$20,125

Rotary Club Of Morisset Inc.	\$11,179
San Remo Neighbourhood Centre Inc.	\$95,000
Sawtell/Toormina Sports and Recreation Club Ltd	\$14,800
Schizophrenia Fellowship Of NSW Inc.	\$100,000
SDN Children's Services	\$35,000
Shellharbour Junior Soccer Club Inc.	\$20,000
Silver Plus Inc.	\$40,000
Singleton Mens Shed Assoc. Inc.	\$40,000
Sir Roden And Lady Cutler Foundation Inc.	\$18,500
South West Tigers Junior Australian Football Club	\$40,170
Southlake Community Services Inc.	\$35,000
St George Australian Football Club Inc.	\$50,000
St Raphaels Greek Orthodox Parish Of Liverpool and District Ltd	\$128,540
St.Mary's Antiochian Orthodox Church Inc.	\$20,000
Stuarts Point Public School Parents And Citizens Assoc.	\$17,419
Swansea & District Community Mens Shed Inc.	\$20,000
Swansea-Belmont Surf Life Saving Club Ltd	\$5,000
Sydney Womens MLC Rowing Club	\$40,000
The Airds Bradbury Community Centre	\$63,325
The Benevolent Society	\$60,000
The Entrance Amateur Swimming Club	\$63,350
The Fact Tree Youth Service	\$50,000
The Goulburn Group Inc.	\$20,000
The Ice Skating Club Of NSW Co-Operative Ltd	\$25,000
The Lebanese Moslem Assoc.	\$20,000
The Parks Community Network Inc.	\$120,000
The Salvation Army Property Trust	\$204,500
The Scout Association Of Australia NSW Branch	\$100,635
The Trustee For Albury Showground Trust	\$24,082
Thirroul Junior Soccer Club Inc.	\$42,000
Tigers Junior Cricket Inc.	\$39,484
Toukley Gorokan Soccer Club	\$20,000
Trundle Racecourse Trust	\$30,000
Tweed Border Hockey Assoc.	\$45,600
Tweed Heads Seagulls RLFC Ltd	\$35,111
UCA Holroyd Uniting Church	\$22,174
Uniting Care Burnside	\$65,364
University Of The Third Age Armidale Inc.	\$30,000
Urunga Sail Training Club Inc.	\$23,500
Walgett District Sporting Club Ltd	\$40,000
Weave Youth Family Community Inc.	\$28,668
Wentworth Golf Club	\$20,000
Western Suburbs Little Athletics Centre Inc.	\$66,521
Westlakes Archers Inc.	\$10,000
Windale Mens Shed And Community Group Inc.	\$50,000
Wingham Chamber Of Commerce	\$50,000
Wollondilly Knights Australian Football Club	\$25,184
Wollongong Tennis Courts Administration Inc.	\$25,000
Wyong Neighbourhood Centre Inc.	\$64,000
Young Shire Council	\$63,000
YWCA NSW	\$27,000

Total **\$4,352,049**

Community Building Partnership Program - 2011

Funding community groups and local councils to invest in community infrastructure throughout NSW	
Abbotsford Public School P&C	\$15,000
Adelong Pre School Inc.	\$20,941
AFL (NSW/Act) Commission Ltd	\$40,000
All Saints Greek Orthodox Grammar School	\$40,000
Al Mabarar Benevolent Society Ltd	\$18,000
Al Minia Charitable Assoc. Ltd	\$45,000
Alma Public School P&C Assoc.	\$12,394
Ambarvale Recreation Centre Inc.	\$16,670
Anglican Church Property Trust Diocese Of Sydney	\$1,386,882
Anglicare Diocese Of Sydney	\$154,859
Anowah Community Living Inc.	\$21,500
The Apostles & Saint Abanoub Coptic Orthodox Church	\$50,000
Archangel Michael And St Bishoy Coptic Church	\$50,000
Arcadians Theatre Group	\$30,000
Ashbury Public School P&C Assoc.	\$6,000
Auburn Community Development Network	\$30,000
Australian Air League Inc. NSW Boys Group	\$49,000
Australian Blouza Assoc. Inc.	\$25,000
Australian Foundation For Disability	\$159,249
Australian Huntingtons Disease Assoc. NSW	\$1,470
Australian Islamic Mission	\$20,000
Australian National Goanna Pulling Championships	\$6,700
Austral Progress Assoc. Inc.	\$21,525
Austinmer Public School P&C	\$27,000
Australian Red Cross Society	\$44,247
Awabakal Newcastle Aboriginal Co-Operative Ltd	\$10,000
The Scout Assoc. Of Australia NSW Branch	\$457,362
Ballimore And District Community Assoc.	\$21,104
Balranald Inc.	\$26,200
The Ballina Players Inc.	\$44,578
Ballina Sports Club Inc.	\$7,430
Balmain Sydney Tigers Cricket Club	\$9,000
Bangalow Anglican Church Op Shop	\$27,500
Bankstown City Council	\$307,500
Bangalow Historical Society Inc.	\$6,000
Bangalow RSL Sub Branch	\$3,500
Bankstown Sports Hockey Club Inc.	\$10,000
Bangalow Soccer Club	\$23,242
Barnardos Australia	\$20,000
Bar Beach Bowling And Sporting Club Ltd	\$22,700
Bargo Bush Fire Brigade	\$7,900
Baringa Bush Community Garden Inc.	\$30,000
Barooga Community Centre Reserve Trust	\$24,500
Barnsley Football Club Inc.	\$10,000
Batlow Apple Tree Learning Centre Cooperative Ltd	\$8,790
Batemans Bay LALC	\$53,091

Bateau Bay Mens Shed	\$7,807	Bulahdelah War Memorial Trust	\$25,000
Bathurst Regional Council	\$19,182	Bungonia Progress Assoc. Inc.	\$20,000
Bathurst Carillon City Tennis Club Inc.	\$6,825	Bundgeam Preschool Inc.	\$9,234
Bathurst Goldfields	\$15,000	Burwood Council	\$26,000
Bathurst Information and Neighbourhood Centre Inc.	\$4,200	Burrawang P&C Assoc. Inc.	\$16,637
Batlow Senior Citizens Village Assoc. Inc.	\$7,739	Burrumbuttock Preschool Centre	\$25,800
The Hills Shire Council	\$35,000	Bushwalkers Wilderness Rescue Squad Inc.	\$100,000
Baulkham Hills Australian Football Club Inc.	\$50,000	Byron Shire Council	\$108,000
Bay And Basin Community Resources Inc.	\$28,005	Cabonne Council	\$5,000
Bega Preschool Assoc. Inc.	\$50,000	Caffreys Flat Community Hall Inc.	\$9,400
Belfield Bowling & Recreation Club Ltd	\$8,000	Callala Bay Community Assoc.	\$30,000
Bellambi Neighbourhood Centre Inc.	\$12,000	Camden Athletic Club Inc.	\$20,000
Open Arms Care Inc.	\$11,678	Camp Breakaway Inc.	\$19,496
Belmont Swansea United Soccer Club Ltd	\$17,000	Camden Falcons Soccer Club	\$25,000
Bellata War Memorial Hall Committee Inc.	\$30,000	Camden Haven Pastoral Horticultural And Agricultural Society	\$5,000
Berowra Cricket Club Inc.	\$40,000	Campbelltown Harlequin Rugby Club	\$50,000
The Berrima Court House Trust	\$14,000	Camden Junior Australian Football Inc.	\$10,000
Berry Gateway Uniting Church	\$20,000	Cambridge Park Junior Rugby League Football Club	\$50,000
Berry Railway Inc.	\$5,700	Camdenville Public School P&C Assoc.	\$21,000
Berrigan Shire Council	\$20,115	Camden Rugby Union Club Inc.	\$25,000
Berowra Uniting Church	\$3,215	The Camden Show Society Inc.	\$16,000
Berkeley Vale Soccer Club Inc.	\$37,915	Campbell Street Childrens Centre Ltd	\$33,768
Bexley Bowling And Recreation Club Ltd	\$28,479	Can Assist	\$10,000
Big River Canoe Club	\$9,879	Canterbury Bankstown Tennis Assoc. Inc.	\$59,600
Binnaway Progress Assoc. Inc.	\$16,179	Canowindra Business Chamber	\$60,000
Bkerkacha Charitable Assoc.	\$20,000	Canterbury City Community Centre Inc.	\$36,000
Blackheath Area Neighbourhood Centre	\$16,331	Cape Byron Pistol Club Inc.	\$6,360
Blacktown City Council	\$89,750	Carrington Centennial Care Ltd	\$10,000
Blayney Shire Council	\$20,000	Cardiff Netball Club Inc.	\$46,957
Bland Shire Council	\$15,000	Carinda Rugby Union Club	\$4,301
Blue Mountains Council	\$25,000	Casino And District Historical Society Inc.	\$7,750
Boggabri-Gunnedah Gun Club	\$6,306	Castle Hill Baseball Club Inc.	\$10,000
Bombala Council	\$36,232	Catholic Parish Of All Hallows Five Dock	\$3,000
Bomaderry High School P&C Assoc.	\$15,000	Catholic Parish Of Pittwater	\$18,850
Bonalbo And District Community Hall Assoc. Inc.	\$30,834	Catalina Players Inc.	\$14,000
Bonnet Bay Football Club	\$15,000	Catherine Sullivan Centre	\$15,500
Bonnie Women's Refuge Ltd	\$50,000	Caves Beach Surf Life Saving Club Inc.	\$50,000
Boorowa Amateur Swimming Club Inc.	\$10,000	Centipede At Glebe School Inc.	\$6,500
Boorowa Central School P&C Assoc.	\$10,000	Central Broken Hill Football Club Inc.	\$16,727
Boronia Park Public School P&C Assoc. Inc.	\$48,925	Central Coast Community Council	\$18,950
Bossley Park High School P&C Assoc.	\$17,095	Catholic Care Social Services	\$117,000
Botany Bay City Council	\$24,000	Central Coast Baseball Assoc. Inc.	\$11,520
Bowen Community Technology Centre	\$49,881	Central Coast Family Support Services Inc.	\$10,000
Bowraville Recreation Club Co-Op Ltd	\$11,830	Central Darling Arts Assoc.	\$37,840
Branxton Croquet Club Inc.	\$7,183	The Centre For Volunteering	\$34,287
Breeza Progress Assoc. Inc.	\$7,000	Central Newcastle Rugby League Football Club Inc.	\$32,421
Broderick Gillawarna School P&C Assoc.	\$26,488	Central West Branch Australian Stock Horse Society	\$9,700
Broken Hill Branch The Australian Stock Horse Society	\$9,120	Cessnock Council	\$50,000
Bronte Surf Life Saving Club Inc.	\$19,068	Cessnock Athletics Centre Inc.	\$48,057
Bulahdelah Chamber Of Commerce And Tourism	\$15,000	Charlestown Caring Group Inc.	\$25,000
Bulahdelah Preschool Inc.	\$15,000	The Channon Public Hall Trust	\$8,737

Chain Reaction Foundation Ltd	\$39,364	Country Womens Assoc. Of NSW	\$183,196
Cherrybrook Chinese Community Assoc. Inc.	\$4,400	Cowra Early Childhood Services	\$19,806
Chertseydale Community Cottage Inc.	\$31,429	Cranebrook Community Preschool Inc.	\$17,688
Chester Hill Neighbourhood Centre Inc.	\$2,068	Cringila Childrens House Inc.	\$21,850
The Cheltenham Recreation Club Ltd	\$20,000	Crookwell Gun Club	\$13,160
Children First Inc.	\$27,966	Crowdy Head Surf Life Saving Club Inc.	\$10,000
City Of Canada Bay Council	\$67,000	Crookwell A P & H Society Inc.	\$8,000
Clarence River Sailing Club Inc.	\$9,000	Cronulla Preschool Kindergarten Inc.	\$4,708
Clarence Valley Council	\$70,200	Cronulla P&C Assoc.	\$20,490
Clarence Village Ltd	\$26,690	Cronulla School Of Arts.	\$50,000
Clovelly Child Care Centre Inc.	\$40,000	Cudmirrah Berrara Progress Assoc. Inc.	\$12,500
Clovelly Public School Parents & Citizens Assoc.	\$42,541	Culcairn Netball Club Inc.	\$68,000
Club Marconi	\$21,516	Cumberland Community Radio Inc.	\$20,000
Clyde River And Batemans Bay Historical Society	\$44,000	Cyprus United Soccer Club Playing As Stanmore Hawk	\$10,000
Coalfield Diakonia Grainery Care Inc.	\$35,000	Dalgety Show Society Inc.	\$15,000
Coastlink Respite Care	\$28,400	Dapto Rural Fire Brigade	\$22,350
Cobar Shire Council	\$23,326	Darlington Point Men's Shed Inc.	\$28,000
Coffs Harbour Deep Sea Fishing Club Ltd	\$63,240	Dawn Song Childrens Centre	\$16,470
Coffs Harbour Regional Conservatorium Inc.	\$17,100	Dee Why Surf Lifesaving Club Inc.	\$20,000
Coffs Harbour Kart Club Inc.	\$25,000	De La Salle Caringbah Junior Rugby League Football	\$60,000
Collingullie Ashmont Kapooka Football Netball Club	\$10,000	The Deli Women And Childrens Centre Inc.	\$21,669
Colongra Bay Land Care Inc.	\$5,198	Denistone East Community Tennis Courts Committee	\$9,427
Coldstream Community Pre School Inc.	\$17,864	Detour House Inc.	\$14,200
Collaroy Plateau Community Kindergarten Inc.	\$13,000	Diamond Bay Bowling Club	\$10,520
Collaroy Rugby Club	\$25,000	Diocese Of The Armenian Church Of Australia And NZ	\$27,815
Colyton St Clair Little Athletics Centre Inc.	\$20,000	Disability Services Australia Ltd	\$115,030
Community Care Services - Central Coast Ltd	\$36,799	Dora Creek Cricket Club	\$8,400
Combined Pensioners And Senior Citizens Assoc.	\$17,000	Dorrigo Chamber Of Commerce Inc.	\$10,200
Comunita' Papa Giovanni XXIII	\$10,000	Doyalson Wyee RSL Sub Branch	\$100,000
Community Radio Station 2GLF	\$35,000	Drummoyne Baptist Church	\$6,775
Concord Community Recreation & Bowling Club	\$8,000	Drummoyne Swimming Club	\$15,000
Conservatorium Mid North Coast Inc.	\$18,500	Dubbo Aero Club Inc.	\$35,000
Concord Occasional Childcare	\$17,280	Dubbo Council	\$57,500
Mustangs Baseball Assoc.	\$5,378	Dudley-Redhead Junior Rugby League Football Club Inc.	\$34,852
Conargo Shire Council	\$30,000	Dungog Croquet Club Inc.	\$5,000
Coomba & District Progress Assoc. Inc.	\$20,000	Dungog Shire Council	\$5,000
Cooma Monaro Shire Council	\$35,000	The Dural Country Club Mens Bowling Club	\$12,000
Coolaburoo Neighbourhood Centre Inc.	\$20,000	Earlwood Wanderers Football Club	\$20,000
Coogee Public School P & C Assoc.	\$55,500	Eastlakes Athletics Centre Inc.	\$28,961
Cootamundra Shire Council	\$10,000	Eastwood Croquet Club	\$10,835
Cooyal Sportsground Trust	\$3,235	East Lismore Community Preschool Inc.	\$10,000
Coolamon Touch Football Assoc. Inc.	\$13,000	Eastwood Ryde Netball Assoc.	\$23,909
Coonabarabran Volunteer Rescue Squad Inc.	\$20,000	Eastern Suburbs District Rugby Union Football Club	\$20,000
Copper City Men's Shed - Cobar	\$10,000	East Wagga Koorringal Football And Netball Club Inc.	\$20,000
The Corndale Hall Inc.	\$4,075	Eastlakes Womens And Childrens Refuge Inc.	\$4,754
Corrimal Rangers Football Club Inc.	\$20,000	EDSACC Croquet Club Inc.	\$25,900
Coraki Tennis Club Inc.	\$5,978	Eglington District Tennis Club Inc.	\$30,000
Corrimal Uniting Church	\$21,494	Elermore Vale Early Learning Centre	\$15,000
Coutts Crossing Pre School Inc.	\$10,000	Elm St Early Learning Centre	\$16,425
Country Hope Ltd	\$25,000	Elouera Surf Life Saving Club	\$45,000
		Emmanuel Care Inc.	\$20,000

Emmaus Netball Club	\$12,485	Grandviews Bowling & Recreation Club Ltd	\$50,000
Enmore Tempe Catholic Parish	\$10,000	Grafton Ghosts RLFC Inc.	\$30,000
The Entrance Bateau Bay AFC	\$40,000	Granville Multicultural Community Centre	\$10,000
Era Surf Life Saving Club	\$15,000	Grafton Pony Club Inc.	\$11,304
Ermington Public School P&C	\$17,712	Grays Point Pre School Kindergarten Assoc.	\$15,000
Erskine Park High School P&C Assoc.	\$24,000	Grahamstown Sailing And Aquatic Club	\$13,500
Estella Progress Assoc.	\$8,000	Granville South Creative & Performing Arts High School P&C	\$20,000
The Exodus Foundation	\$40,275	Grey Archers Hunter Valley	\$2,880
Fairfield Liverpool Cricket Assoc. Inc.	\$23,236	Greta Community Preschool	\$8,053
Fairy Meadow Surf Life Saving Club Inc.	\$10,000	Great Eastland Archers Inc.	\$8,670
Farquhar Inlet Management Group Inc.	\$30,000	Grenfell Go Kart Club Inc.	\$25,000
Far North Coast Softball Assoc. Inc.	\$4,596	Greenacre Junior Rugby League Football Club	\$5,332
Finley Apex Club	\$36,295	Great Lakes United Football Club	\$10,290
Fitzgerald Memorial Aged Care Facility	\$6,000	Great Lakes Council	\$28,940
Five Dock Public School P & C Assoc.	\$10,000	Grenfell Lions Club Inc.	\$12,000
Forbes Shire Council	\$31,000	Great Lakes FM	\$12,562
Forster Tuncurry Rugby Union Football Club Inc.	\$15,000	Greek Orthodox Archdiocese Of Australia	\$5,000
Family Resource And Network Support Inc.	\$66,620	The Greek Orthodox Parish And Community Of Kogarah	\$125,000
Friends Of The Curtis Park Arboretum	\$11,151	Greek Orthodox Archdiocese Of Australia	\$18,000
Friends Of The James Theatre Inc.	\$15,000	Green Point On Wallis Lake Community Assoc.	\$5,760
Friends Of St Michaels Inc.	\$6,211	Grenfell Preschool And Long Day Care Centre Inc.	\$7,000
Froebel Australia Ltd	\$24,735	Greenethorpe Soldiers Memorial Hall Inc.	\$15,000
Fusion Australia Ltd	\$25,000	Greater Taree City Council	\$10,000
Galgamba Point Landcare Swansea	\$6,315	Greystanes Uniting Church Childcare Centre	\$20,000
George Cross Falcons Club Inc.	\$15,000	Griffith City Council	\$15,000
Georges River District Cricket Club	\$33,000	Griffith Chamber Of Commerce And Industry Inc.	\$15,000
Georges River Community Baptist Church	\$21,000	Grow Queensland	\$21,725
Geurie Racecourse And Recreation Reserve Trust	\$18,750	Grose Vale Community Centre Inc.	\$3,546
Gilgandra Preschool Inc.	\$25,000	Guardian Angel Preschool Kindergarten Inc.	\$7,011
Girl Guides Assoc. NSW	\$610,397	Gunnedah Aged Care Services Ltd	\$28,775
Girraween Little Athletics Centre	\$43,279	Gunnedah Shire Council	\$20,000
Gladesville Occasional Child Care Centre Inc.	\$30,000	Guyra Bowling And Recreation Club Ltd	\$6,000
Glendore Child Care Centre Inc.	\$5,000	Guyra Shire Council	\$45,000
Glenorie Horse And Pony Club	\$6,000	Gwydir Shire Council	\$50,000
Glen Innes Showground Trust	\$28,000	Hamilton Wickam District Cricket Club Inc.	\$10,000
Glen Innes Mens Shed Inc.	\$22,500	Handital NSW Inc.	\$6,104
Glenwood Public School P&C Assoc.	\$31,934	Hannam Vale Hall Society Inc.	\$3,633
Glebe Youth Service Inc.	\$12,500	Hannam Vale Recreation Reserve Trust	\$7,000
Gloucester Croquet Club Inc.	\$5,000	Harcourt Public School P&C	\$18,000
Gloucester District Historical Society	\$5,000	Harbord Public School P&C Assoc.	\$30,000
Gloucester Shire Council	\$9,500	Hartley Recreation Reserve Trust	\$20,000
GolGol Public School Parents And Citizens Assoc.	\$20,040	Harold Wheen Preschool	\$16,417
Gollan Hall	\$14,000	Hastings Community FM Radio Assoc. Inc.	\$23,835
Goonellabah Pre School Inc.	\$9,692	Hastings River District Cricket Assoc. Inc.	\$26,654
Gordon Community Preschool	\$20,000	Hastings Valley Netball Assoc.	\$20,000
Gosford City Council	\$205,000	Hawkesbury City Council	\$161,537
Gosford City Sports Stadium Inc.	\$93,000	Hawkesbury River Child Care Inc.	\$5,362
Goulburn Mulwaree Council	\$30,000	Hawkesbury Sports Council Inc.	\$39,954
Goulburn Lieder Theatre	\$13,443	Hawkesbury Woodcraft Cooperative Ltd	\$8,000
Goulburn Mens Shed Inc.	\$5,524	Hay Gun Club Inc.	\$15,000
		Hay Shire Council	\$10,000

Heathcote Headquarters Rural Fire Brigade	\$34,500	Killarney Vale Australian Football Club Inc.	\$37,260
The Healing Ministry Centre Goldengrove Ltd	\$19,218	Kimbriki Progress And Recreation Assoc.	\$15,000
Helensburgh And District Citizens Tennis Club Inc.	\$1,602	Kingscliff Mini School Inc.	\$21,000
Hindu Society Of NSW Inc.	\$20,000	King Tomislav Croatian Club Ltd	\$32,575
Holy Apostolic Catholic Assyrian Church	\$58,314	Kirrawee Kangaroos Football Club Inc.	\$5,000
Holroyd City Council	\$256,000	Kirribilli Neighbourhood Centre Cooperative	\$15,000
Holy Trinity Beacon Hill Kindergarten Inc.	\$20,000	Koala Preservation Society Of NSW Inc.	\$15,000
Homenetmen Ararat Assoc.	\$17,250	Kogarah Council	\$6,000
Hornsby Shire Council	\$49,905	Kogarah Community Services Inc.	\$35,595
Horizon Theatre Co Ltd	\$30,000	Koinonia Ministries Ltd	\$13,000
Hunter Brain Injury Respite Options Inc.	\$15,000	Kotara Bowling Club Co-Operative Ltd	\$20,000
Hunters Hill Council	\$31,300	Kotara South Public School P&C Assoc.	\$5,850
Hunters Hill Club Ltd	\$33,897	KU Children's Services	\$85,258
Hunter Region Botanic Gardens Ltd	\$56,180	Kurri Early Childhood Centre Inc.	\$43,000
Hunter Region Business Enterprise Centre	\$30,000	Lachlan Shire Council	\$43,688
Hunter Valley Rural Fire Service Catering Brigade	\$23,000	Lake Macquarie City Council	\$72,500
Hurstville City Council	\$35,000	Lake Macquarie Woodworking Club Inc.	\$7,790
HWCV Inc.	\$60,000	Lake Wallace Community Boating Centre Inc.	\$32,450
The Ice Skating Club Of NSW Co-Operative Ltd	\$30,000	Lalor Park Community Garden	\$5,365
Illawarra Area Child Care	\$113,661	Lane Cove Country Club Ltd	\$28,500
Illawong Baseball Club	\$20,000	Lane Cove And North Side Community Services	\$6,400
Illawarra Live Steamers Co-Operative Ltd	\$20,000	Laurelbank Masonic Centre Pty. Ltd.	\$10,000
Illabo Show Society Inc.	\$15,000	Lawson Community Preschool Assoc. Inc.	\$12,734
Inala	\$50,000	Learning Links	\$30,352
The Infants Home	\$30,000	Leeton District Cricket Assoc.	\$25,000
Inner West Cultural Services	\$13,000	Leeton Motor Sports Club	\$5,000
Inspire Community Services Inc.	\$20,000	Leeton Shire Council	\$3,216
Inverell Shire Council	\$50,000	The Legacy Club Of Armidale Inc.	\$10,000
Islamic Womens Welfare Assoc.	\$25,000	Legacy Club Of Wagga Wagga Inc.	\$20,000
Jacaranda Pre-School Centre Inc.	\$50,000	The Legacy Club Of Goulburn Inc.	\$6,000
Jagun Aged Care	\$40,000	Leichhardt Primary School P&C	\$36,065
Jerilderie Netball Club Inc.	\$4,000	Leichhardt Womens Community Health Centre Inc.	\$32,695
Jerilderie Shire Council	\$4,266	Lennox Head Rugby Union Club Inc.	\$32,500
Jerrabomberra Touch Assoc.	\$30,000	Lend A Hand Ministries Inc.	\$38,000
Jesmond Neighbourhood Centre Inc.	\$12,000	Leppington Progress Assoc. Inc.	\$5,000
Jewish Care	\$40,000	The Leukaemia Foundation Of Australia Ltd	\$55,000
Jingellic and District PA & H Society Inc.	\$5,500	Liberty Church Of Christ	\$39,414
Jindabyne Chamber Of Commerce	\$100,000	Life Education NSW Ltd	\$38,000
Johns River Community Hall	\$10,000	Lifeline Harbour To Hawkesbury Inc.	\$42,901
Joy Cummings Centre Reserve Trust	\$17,197	Lilyfield Community Centre Playgroup	\$271
June Shire Council	\$10,000	Lions Club Of Tilligerry Peninsula	\$5,000
Kandos Rylstone Netball Club	\$17,315	Lions Club Of South West Rocks Inc.	\$15,000
Kariong Neighbourhood Centre Inc.	\$6,570	Lions Club Of Minnamurra	\$1,480
Kareela Public School Parents And Citizens Assoc.	\$2,000	Lions Club Of Ashford Inc.	\$3,600
Karma Yiwong Samten Ling Tibetan Buddhist Centre	\$6,688	Lions Club Of Alstonville Inc.	\$4,800
Katoomba Mens Shed Inc.	\$21,460	Lions Club Of Bowral Inc.	\$10,000
Kempsey Greyhound Club	\$29,818	Lions Club Of Hallidays Point Inc.	\$13,000
Kendall Community Centre Trust	\$7,500	Lismore And District Netball Assoc. Inc.	\$59,383
Kentucky Public School P&C Assoc.	\$4,953	Lismore Basketball Assoc.	\$43,800
Kiama Power Senior Australian Football Club Inc.	\$25,000	Lismore City Pipe Band	\$15,840
Kidsafe New South Wales Inc.	\$17,800	The Lismore Soup Kitchen Inc.	\$4,535

Lismore Tennis Club Inc.	\$45,950	Mid-Western Regional Council	\$35,000
Lithgow City Rangers Soccer Club Inc.	\$4,310	The Milvale Progress Assoc. Inc.	\$15,000
Liverpool City Council	\$39,863	Milton Ulladulla District Tennis Assoc. Inc.	\$15,000
Living Choice Australia	\$6,400	Millthorpe Village Committee	\$15,000
Liverpool Neighbourhood Connections Inc.	\$22,110	Miranda Magpies Football Club Inc.	\$15,000
Liverpool Performing Arts Ensemble	\$10,000	Miranda Sub Branch Of The Returned & Services League	\$40,000
Liverpool Titans Junior Rugby League Club	\$29,700	Mission Australia - South West Youth Service	\$27,885
Liverpool Womens Health Centre	\$35,000	Molong Show Society Inc.	\$5,445
Llandillo Community Hall	\$10,000	Mona Vale Hospital Auxiliary	\$80,000
Lockhart Football And Netball Club Inc.	\$6,960	Moorebank Baseball Softball Club Inc.	\$82,248
Lochinvar Rovers Football Club Inc.	\$13,680	Moorland Recreation Reserve Trust	\$13,728
Lockhart Shire Council	\$85,000	Mortdale Public School P&C	\$32,895
Lodge United St Andrew Singleton 35	\$8,000	Mosman Municipal Council	\$10,000
Longueville Sporting Club Ltd	\$29,950	Mosman Croquet Club	\$10,000
Lower Macleay Pre School Inc.	\$10,000	Mother Teresa Primary Westmead	\$5,598
Lyndhurst Soldiers Memorial Hall And Village Committee	\$22,520	Mountains Kariong Cricket Club Inc.	\$6,656
Softball Macarthur Inc.	\$50,000	Mountains Outreach Community Service Inc.	\$6,187
Macarthur District Soccer Assoc.	\$22,725	Mount Sugarloaf Croquet Club	\$1,210
Macedonian Orthodox Community Of Queanbeyan & District	\$30,000	Mt Colah After School Care	\$20,550
Macarthur Preschool Kindergarten Assoc. Inc.	\$3,642	Mudgee Miniature Railway Co-Operative Society Ltd	\$3,000
Macquarie Scorpions RLFC	\$133,000	Mudgee Pony Club Inc.	\$5,000
Macarthur Triathlon Club	\$17,208	Mudgee Rescue Squad Inc	\$5,000
Maitland City Council	\$44,703	Mullion Creek Public Hall And Recreation Reserve	\$8,000
Maitland Croquet Club Inc.	\$8,628	Multicultural Disability Advocacy Assoc. Of NSW	\$30,000
Maitland City Tennis Club	\$10,000	Mummulgum P&C Assoc.	\$21,766
Maitland Repertory Theatre Inc.	\$19,899	Murray Darling Amateur Swimming Club	\$6,130
Mamre Plains Ltd	\$25,000	Murrumbateman Early Childhood Centre Assoc.	\$25,000
Manilla Historical Society Inc.	\$5,000	Muswellbrook Preschool Kindergarten Inc.	\$15,000
Manning River Sailing Club	\$15,000	Muswellbrook Shire Council	\$30,000
Manning Valley Kart Club Incorp	\$10,000	Nambucca Heads Island Golf Club Ltd	\$26,000
Marrar Australian Football & Netball Club	\$12,000	Nambucca Shire Council	\$19,745
Maronite Catholic Parish Of Our Lady Of Lebanon	\$30,510	Narwee Baptist Community Broadcasters Ltd	\$20,000
Marine Discovery Centre Bondi Beach	\$9,480	Narrandera Cricket Inc.	\$8,952
MARS Inc.	\$4,930	Narrabri Mens Shed Inc.	\$48,545
Maroota Public School P&C Assoc.	\$25,000	Narrandera Out Of School Hours Inc.	\$10,000
Marine Rescue NSW	\$65,220	Narrabri Shire Council	\$10,000
Maroubra Surf Lifesaving Club Inc.	\$25,000	Narromine Shire Council	\$14,870
Marrickville Youth Resource Centre	\$42,988	Narrabri SSAA INC	\$2,994
Masonic Holdings Ltd	\$16,505	National Trust Of Australia NSW	\$94,000
Massey Park Golf Club	\$15,000	Nelson Bay Pistol Club Inc.	\$15,000
Mater Dei School	\$22,442	Nepean Area Disabilities Organisation Inc.	\$16,707
Medowie Public School Canteen	\$40,000	Nepean District Historical Society Inc.	\$12,989
Melkite Catholic Eparchy Corp.	\$15,000	Newcastle And Hunter Rugby Union Inc.	\$40,000
Men And Family Centre Inc.	\$21,600	Newcastle Business Improvement Assoc. Inc.	\$20,000
Menai Community Services Inc.	\$24,925	Newcastle City Council	\$200,000
Merewether Bowling Club Ltd	\$20,082	Newcastle & Hunter Region Velodrome Trust	\$20,000
MerindahChildrens Centre Inc.	\$10,000	New Life Christian Church	\$33,527
Merrydays Kindergarten Society Inc.	\$25,000	Newcastle Macedonia Soccer Club Inc.	\$40,000
Merewether RSL Sub-Branch	\$20,000	Newcastle National Park Croquet Club Inc.	\$6,206
Mets Baseball Club Inc.	\$10,900	Newcastle Studio Potters Inc.	\$13,200
Metro Migrant Resource Centre Inc.	\$64,000	Newcastle Small Bore & Air Rifle Club Inc.	\$15,000
Mid Macquarie Landcare Inc.	\$2,000		

New South Wales State Emergency Service Bathurst	\$10,000	Penrith Electric Model Aero Club	\$8,000
Ngaimpe Aboriginal Corporation	\$31,157	Pennant Hills Public School P&C Assoc.	\$16,000
Niangala Community Purposes Reserve Trust	\$22,494	Penrose Rural Fire Brigade	\$4,000
Nicholson St Public School PC Assoc.	\$5,400	Petersham Bowling Club Ltd	\$2,400
Nimbin Headers Sports Club Inc.	\$14,000	Peter Rabbit Pre-School Inc.	\$8,631
Nimbin Preschool And Childcare Assoc. Inc.	\$19,680	Philippine Australian Community Foundation Inc.	\$34,000
Ningana Enterprises Inc.	\$10,000	Picton Uniting Church	\$10,000
Northern Agricultural Assoc. Inc.	\$12,000	Pindimar Bundabah Community Assoc.	\$17,000
North Bondi Surf Life Saving Club	\$100,000	Pinaroo Out Of School Hours Inc.	\$18,925
Northside Broadcasting Coop Ltd	\$19,240	Playgroup NSW Inc.	\$10,000
Northcott Disability Services	\$25,000	Polish Association Of Cabramatta Inc.	\$27,000
Northern District Cricket Club Inc.	\$149,000	Polish Association In Wollongong Inc.	\$20,000
North Entrance SLSC	\$24,000	Pole Depot Community Centre Inc.	\$23,000
North Rocks Pre School Inc.	\$4,800	Ponyara Preschool Kindergarten Assoc. Ltd	\$25,000
Nought To Five Early Childhood Centre Inc.	\$20,000	Pope Shenouda III Coptic Centre	\$40,476
Nowra Culburra Surf Life Saving Club	\$100,000	Portland Bowling Club Co-Op Ltd	\$30,000
NSW Flying Disc Assoc.	\$1,000	Port Kembla Community Project	\$20,000
NSW GBOTA - Bathurst Greyhound Racing Club	\$10,000	Port Kembla Baptist Church	\$20,000
NSW Rail Transport Museum	\$30,000	Port Macquarie Rowing Club	\$1,122
NSW Turkish Welfare Assoc.	\$10,268	Port Macquarie-Hastings Council	\$45,000
Nyngan Bowling Club Ltd	\$40,000	Port Macquarie Kart Racing Club Inc.	\$12,000
Nyngan Mens Shed Inc.	\$9,340	Port Macquarie Small Bore Rifle Club	\$4,000
Oak Flats Tennis Club Inc.	\$24,760	Port Macquarie Basketball Assoc. Inc.	\$20,000
Oatley RSL Youth Club Inc.	\$7,000	Port Macquarie Craft Centre Inc.	\$20,000
Oberon Council	\$52,902	Port Stephens Council	\$154,300
Oberon Campdraft Club Inc.	\$15,000	Possums Community Preschool Assoc. Inc.	\$26,000
Oberon Show Society Inc.	\$8,552	Pratten Park Bowling Club Ltd	\$11,000
Old Bar Community Pre School	\$16,391	Pretty Beach Community Preschool Inc.	\$35,000
Old Guildford Public School P&C	\$24,118	Prostate Survival Alliance Inc.	\$9,900
Orange Community Accommodation Services	\$16,750	Psychiatric Rehabilitation Australia	\$30,000
Orange District Tennis Club	\$5,500	Putney Tennyson Bowling And Community Club Ltd	\$29,333
Orange & District Pistol Club Inc.	\$2,000	Putney & District Progress Assoc.	\$8,500
Orange District Junior Cricket Assoc.	\$51,000	Putney OOSH	\$10,000
Orama Preschool Inc.	\$19,895	Pymble Turramurra Kindergarten Inc.	\$65,000
Orange Senior Citizens Assoc.	\$5,000	Quakers Hill East Parents And Citizens Assoc.	\$6,000
Orara Valley Progress Assoc.	\$35,000	Quirindi Rugby Football Club Inc.	\$5,000
Orchard Hills Masonic Centre Inc.	\$25,000	Quirindi Sporting Clay Target Club	\$17,880
Ourimbah Tennis Club	\$12,015	Randwick Meals On Wheels Inc.	\$15,000
Ourimbah United Football Club Inc.	\$50,000	Raymond Terrace Mens Shed	\$15,565
Pacific Palms Surf Lifesaving Club Inc.	\$4,000	The Razorbacks Rugby Club	\$20,280
Pallamallawa Recreation Reserve Trust	\$50,000	Red Cockatoo Australia Ltd	\$798
Parkes And District Kennel Club	\$7,412	Red Point Artists Assoc. Inc.	\$10,000
Parramatta City Council	\$25,000	Regional Youth Support Services	\$38,284
Parramatta Mission	\$22,000	Returned and Service League Branton	\$45,999
Parramatta-Auburn Netball Assoc. Inc.	\$19,062	Riding For The Disabled Fall Timbers Centre	\$28,000
Parkes Shire Council	\$111,000	Bathurst & District Riding For The Disabled Assoc.	\$4,344
Pathways Community Care Inc.	\$19,889	Riverwood Community Centre	\$8,845
Pathways Early Childhood Intervention Inc.	\$50,000	Riverstone Neighbourhood Centre And Community Aid	\$1,974
Police Citizens Youth Clubs	\$639,202	Robertson Agricultural And Horticultural Society	\$10,000
Pearces Creek Public Hall Inc.	\$23,940	Robertson Tennis Club	\$10,000
Penrith City Council	\$124,650	Rockdale Council	\$247,800

Rockdale City Suns Soccer Club Inc.	\$8,000	South Maroubra Surf Life Saving Club Inc.	\$129,492
Rosemount Good Shepherd Youth And Family Services	\$41,700	Weave Youth Family Community Inc.	\$27,586
Rotary Club Of Berry-Gerringong	\$19,769	South West Rocks Country Club	\$30,416
Rotary Club Of Manly Sunrise Inc.	\$60,000	South Wallsend And Neighbourhood Development Group	\$8,000
Rotary Club Of Wentworth Inc.	\$30,000	Southern Youth & Family Services Assoc. Inc.	\$66,900
Rotary Club Of Springwood Inc.	\$27,000	Sri Lankan Buddhist Vihara Association Of Sydney Inc	\$37,000
Rotary Club Of Tumut Inc.	\$10,000	St Agnes Parish Port Macquarie	\$50,000
Rotary Club Of Rouse Hill	\$6,000	St Antonious Coptic Orthodox Church	\$20,000
Rotary Club Of Kenthurst Inc.	\$12,000	St Andrews Coolah Community Cultural Centre Foundation	\$15,000
Rotary Club Of Laurieton Inc.	\$25,000	St Basils Homes	\$11,500
Rotary Club Of Woolgoolga Inc.	\$15,000	St Columba Uniting Church Preschool	\$5,000
Rotary Club Of Wollundry Wagga Wagga	\$30,000	St Davids Uniting Church Haberfield	\$37,500
Rotary Club Of Terrigal Inc.	\$7,461	St Elias Melkite Catholic Church	\$30,000
Rotary Club Of Holbrook Inc.	\$21,432	St Euphemia College	\$47,000
Rotary Club Of Sussex Inlet Inc.	\$10,000	St George Preschool (Marsfield) Inc.	\$20,250
Rotary Club Of Kariiong Somersby	\$18,617	St George District Cricket Club	\$10,995
Royal Far West	\$15,000	St. Ives Pre-School Kindergarten	\$25,000
Royal Institute For Deaf And Blind Children	\$7,200	St John Ambulance Australia (NSW)	\$73,459
Rozelle Neighbourhood Centre Inc.	\$27,250	St Joseph's Primary School Port Macquarie	\$15,000
RSL Lifecare	\$20,350	St John Vianneys School P And F Assoc.	\$34,882
Russell Vale Golf And Social Club Ltd	\$15,000	St.Mary's Antiochian Orthodox Church Inc.	\$38,000
Rylstone Kandos Preschool Inc.	\$14,310	St Marks Primary School	\$15,000
Saint Joseph's Maronite Catholic Church - Croydon	\$15,000	St Marys Catholic Primary School Toukley	\$24,650
Saint Laurences Anglican Church Of Barraba	\$30,000	St Marys Area Community Development Project Inc.	\$4,950
Sailability NSW	\$18,798	St Marys Eaglevale Soccer Club Inc.	\$30,000
The Salvation Army Property Trust	\$96,888	St Marys Primary School Rydalmere	\$22,990
Sapphire Coast Turf Club Inc.	\$50,000	St Michaels Family Centre Ltd	\$34,413
Saratoga Sailing Club Inc.	\$3,540	St Paul's Lutheran Kindergarten Inc.	\$22,375
Sawtell District Meals On Wheels Inc.	\$42,945	St Patricks Football Club Sutherland	\$40,000
Scarborough Wombarra Surf Lifesaving Club Inc.	\$16,490	St Peters Anglican Church South Tamworth	\$20,000
Schizophrenia Fellowship Of NSW Inc.	\$10,000	St Philips Christian Education Foundation Ltd	\$17,600
Scotts Head Junior Sports Club	\$45,000	St Philips Christian Cessnock College P & F	\$20,000
Scone Swimming Club Inc.	\$15,000	STS Michael And Gabriel Antiochian Orthodox Church	\$26,250
Seaforth Public School P&C Assoc.	\$86,737	Stuarts Point Mens Shed Inc.	\$40,962
Serbian National Defence Council	\$50,000	Sugarvalley Neighbourhood Advancement Group	\$23,917
Shaw Street Childrens Centre Inc.	\$12,626	Sunnyhaven Ltd	\$26,920
The Shack Youth Services Inc.	\$18,232	Sunnyfield	\$58,000
Shellharbour City Council	\$8,012	Sussex Inlet Mens Shed Inc.	\$30,460
The Shepherd Centre	\$109,999	Sutherland Shire Football Assoc. Inc.	\$40,000
Shellharbour Surf Life Saving Club Inc.	\$20,000	Sutherland Shire Softball Assoc. Inc.	\$9,880
Shire Wide Youth Services Inc.	\$3,870	Sutherland Shire Family Services Inc.	\$53,305
Shire Woodworking Club Inc.	\$9,444	Swansea & District Community Mens Shed Inc.	\$21,000
Shoalhaven Heads Men's Shed Inc.	\$10,330	Swansea Meals On Wheels Inc.	\$17,000
Shoalhaven Heads Golf Club Ltd	\$40,000	Sydney Amateur Sailing Club	\$21,400
Shopfront Theatre For Young People	\$33,754	Sydney Cricket Club	\$28,000
Silverlea Early Childhood Services Inc.	\$25,000	Sydney High School Sailing	\$30,000
Singleton Historical Society And Museum Inc.	\$12,000	Sydney Hills Eagles AFL Club Inc.	\$20,000
Singleton Mens Shed Assoc. Inc.	\$10,000	Sydney Junior Hockey Assoc.	\$42,000
Sir Roden And Lady Cutler Foundation Inc.	\$15,000	Sydney Stepping Stone Inc.	\$10,976
Society Of St Vincent De Paul State Council Of NSW	\$134,442	Sydney Uni Sport And Fitness	\$16,300
Southern Districts Soccer Football Assoc. Inc	\$27,864	Taldumande Youth Services Inc.	\$50,000
South East Neighbourhood Centre	\$31,832		

Tamworth And District Model Engineers Inc.	\$15,000	UCA - Northern Inland Congregations	\$4,823
Tamworth Cricket Inc.	\$10,000	Ulladulla Childrens Centre Inc.	\$10,230
Tamworth Kart Racing Club	\$9,000	Ungarie Central School P&C Assoc.	\$20,000
Tamworth Montessori Preschool	\$6,000	Ungarie War Memorial Hall	\$20,000
Tamworth Regional Council	\$35,338	Uniting Care Ageing	\$20,300
Taralga District Showground Recreation Coop. Ltd	\$15,000	The Uniting Church In Australia Property Trust NSW	\$72,861
Tarrawanna Public School P&C Assoc.	\$15,000	University Of Wollongong	\$30,000
Taree Volunteer Rescue Assoc. Inc.	\$7,300	Upper Hunter Shire Council	\$10,000
Taree Wingham Race Club	\$20,000	Upper Hunter Mens Shed Inc.	\$20,000
Taverner's Hill Infants School P & C	\$10,000	Upper Horton Recreation Fund	\$6,000
The Ted Noffs Foundation Inc.	\$33,823	Upper Lachlan Shire Council	\$30,000
Teen Challenge NSW Inc.	\$17,500	Upper Lansdowne Memorial Hall Committee Inc.	\$11,496
Teloepa Family Resources Inc.	\$43,000	Upper Orara Recreation Reserve Trust	\$27,556
Temora And Districts Visual Arts Community	\$10,483	Uralba Carcoar Inc.	\$10,000
Temora Shire Council	\$10,466	Urana Shire Council	\$30,119
Tenterfield Preschool Kindergarten Inc.	\$17,772	Uralla Shire Council	\$49,235
Tenterfield Shire Council	\$7,117	Urunga Neighbourhood Centre Inc.	\$15,440
Terrigal BMX Club	\$13,480	Valley Industries Ltd	\$15,000
Terrigal United Football Club Inc.	\$25,000	Vardys Road P&C Assoc.	\$60,000
Thornton Little Athletics Club	\$5,123	Vietnamese Community In Australia - NSW chapter	\$29,648
Tocumwal Chamber Of Commerce And Tourism	\$35,000	Voice Of Charity	\$43,000
Tomaree Community College Inc.	\$55,000	Wadi Kannoubine Charitable Assoc. Inc.	\$20,000
Toowoona Bay Surf Life Saving Club Inc.	\$7,850	Wagga Wagga Rescue Squad	\$12,100
Toorweenah Preschool Assoc. Inc.	\$16,084	Wallamba Bulls Rugby Union Football Club	\$25,000
Tottenham Lions Club Inc.	\$15,000	Walcha Council	\$50,000
Touched By Olivia Foundation Ltd	\$30,000	Wallsend Community Pre School	\$5,000
Toukley District Cricket Club Inc.	\$40,000	Wallsend District Swans JAFC	\$2,000
The Trustee For Bungendore Racecourse & Showground	\$20,000	Wallamba District Agricultural and Horticultural Assoc. Inc	\$15,000
The Trustee For Dooralong Community Reserve Trust	\$7,300	Walla Mulla Family & Community Support Ltd	\$55,000
The Trustee For Lifeshapers Family Services Trust	\$54,106	Wallacia Public School P&C Assoc.	\$30,000
Tuggerah Lake R1003002 Reserve Trust	\$22,800	Wallsend Touch Assoc.	\$6,000
Tullibigeal And District Progress Assoc.	\$6,000	Walla Walla Bowling Recreation Club Ltd	\$1,662
Tullamore Inc.	\$4,000	Wandandian Progress Assoc. Inc.	\$23,870
Tullibigeal Swimming Pool	\$10,000	Wang Wauk River Catchment Landcare Group Inc.	\$6,000
Tumbarumba Flying Club Inc.	\$44,000	Warners Bay Netball Club	\$23,000
Tumut Shire Council	\$55,000	Warners Bay High School P&C Assoc.	\$20,000
Tuncurry Forster Soccer Club Inc.	\$6,530	Warringah Council	\$74,600
Turrumurra High School Parents And Citizens Assoc.	\$46,040	War Memorial Hospital Waverley	\$40,000
Tweed Bridge Club Inc.	\$5,060	Warilla Occasional Care Centre	\$34,220
Tweed Coast Rural Fire Brigade	\$70,000	Warren Polocrosse Club Inc.	\$3,698
Tweed Palliative Support Inc.	\$86,748	Warren Pre School Kindergarten Inc.	\$7,500
Tweed Shire Council	\$22,293	Warragamba Preschool Inc.	\$20,000
Tweed Unlimited Arts	\$20,000	Warnervale Rugby Union Club Inc.	\$16,000
Tweed Valley Woodcrafters Assoc.	\$18,094	Warrumbungle Shire Council	\$13,509
Twin Cities Model Aero Club Inc.	\$15,858	Warragamba Workers And Sporting Club Ltd	\$40,686
UCA Campsie Earlwood Parish	\$20,000	Wattamondara Recreation Ground Trust	\$15,000
UCA-Uniting Church Grenfell	\$9,165	Wauchopa Chamber Of Commerce And Industry Inc.	\$36,400
UCA Forestville Preschool Kindergarten	\$20,000	Waverley Action For Youth Services	\$60,000
UCA Forestville Beacon Hill Uniting Church	\$16,000	Wellington And District Cricket Assoc.	\$5,000
UCA Forster Tuncurry Congregation	\$8,000	Wellington Council	\$10,000
UCA - Merimbula - Eden District Council	\$5,000	Wellington Information And Neighbourhood Services	\$51,000

Wentworthville Baptist Church	\$20,000	Amistad Latina School of Spanish Inc.	\$3,532
West Epping Preschool Assoc. Inc.	\$28,177	Andisheh Persian School Inc.	\$6,334
Wesley Gambling Services - Central Coast	\$13,000	Anglican Church Diocese of Sydney - St James Anglican Church Minto	\$4,019
Westlakes District Netball Assoc.	\$20,000	Arabic Australian Education Centre Inc.	\$23,264
West Pennant Hills Cherrybrook Cricket Club Inc.	\$9,640	Arabic Education Society Inc.	\$6,212
Western Suburbs Lawn Tennis Assoc. Ltd	\$15,000	Ariana Afghan School Inc.	\$2,500
Western Sydney Woodturners Inc.	\$2,021	Armenian General Benevolent Union Ltd	\$4,019
Shortland Wetlands Centre Ltd	\$16,000	Ashabul Kahfi Language School Inc.	\$26,796
Wiangaree Public Hall Reserve Trust	\$15,381	Asiana Centre Assoc.	\$16,078
Wideview Public School P&C Assoc.	\$18,650	Association for Brazilian Bilingual Children's Development Inc.	\$5,968
Wilkins Public School P&C Assoc.	\$6,803	Association of Bhanin El-Minieh Australian Arabic Community Welfare Centre Inc.	\$21,071
Wingecarribee Shire Council	\$29,505	Association of Illawarra Community Languages Schools Inc.	\$172,508
Windara Communities Ltd	\$11,500	Assyrian Australian Assoc.	\$18,879
Windgap Foundation Ltd	\$26,664	Assyrian's Nation Assoc. Inc.	\$7,917
Windale Gateshead Bowling Club Ltd	\$28,193	Auburn Arabic School Inc.	\$31,059
Windale Junior Rugby League Football Club	\$35,000	Auburn Ataturk Primary School Inc.	\$27,527
Wingham Mens Shed Inc.	\$10,544	Australia Korean School Inc.	\$13,763
Witmore Enterprises Inc.	\$10,000	Australia North Cyprus Friendship Assoc. Inc.	\$2,801
Wollongong City Council	\$390,557	Australian Association of All Nationalities of China Inc.	\$12,911
Wollondilly Knights Australian Football Club	\$42,500	Australian Beirut Charitable Assoc. Inc.	\$45,431
Wollondilly Shire Council	\$55,000	Australian Chinese and Descendants Mutual Assoc. Inc.	\$37,149
Womens Health Centre	\$20,000	Australian Chinese Community Association of NSW Inc.	\$22,898
Woodburn Chamber Of Commerce	\$43,000	Australian Chinese School Inc.	\$11,206
Woollahra Golf Club Ltd	\$10,000	Australian Confucius Mencius Morality Society Inc.	\$5,359
Woollahra Municipal Council	\$50,000	Australian Council for the Promotion of Chinese Language and Culture Inc.	\$45,574
Woolooware Public School P&C Assoc.	\$33,687	Australian Council of Women Affairs (ACWA) Inc.	\$3,167
Wyong Shire Council	\$28,000	Australian Druze Community Inc. Ltd	\$6,699
Wyong Creek Literary Society Inc.	\$31,208	Australian Ethiopian Community Good Family Welfare Inc.	\$2,500
Wyong District Cricket Club Inc.	\$32,670	Australian Hassanain Youth Assoc.	\$14,738
Wyong Preschool Kindergarten Assoc. Inc.	\$16,380	Australian Hindu Multicultural Assoc. Inc.	\$5,968
Yarra Bay Sailing Assoc. Inc.	\$30,000	Australian Islamic Mission Inc.	\$23,142
Yates Avenue P&C Assoc.	\$14,000	Australian School of Arabic Inc.	\$6,699
YMCA Of Sydney	\$328,009	Australian Serbian Illawarra Welfare Assoc. Inc.	\$5,968
Youth Connections Inc.	\$6,700	Australian Taiwanese Friendship Assoc. Inc.	\$15,712
Young Child Care Centre Inc.	\$20,000	Australian Turkish Mutual Alliance	\$31,818
Total	\$27,113,791	BACPA Inc.	\$6,577
Community Languages Grants			
Supporting out of school programs for school-aged students to maintain and develop their background or heritage language.			
Afghan Australian Noor Assoc.	\$16,199	Balar Malar Tamil Educational Assoc. Inc.	\$16,930
Afghan Community Support Association of NSW Inc.	\$12,667	Bangladesh Association of NSW Inc.	\$8,282
Akkademja Maltija Ta' NSW Inc.	\$3,045	Bangladesh Society of Sydney Inc.	\$7,308
Al Bayan School Inc.	\$11,084	Bankstown Area Multicultural Network Inc.	\$3,167
Al Sadiq Inc.	\$20,828	Bantal Pulaar	\$5,237
Al-Aqsa Inc.	\$42,386	Bethesda Presbyterian Church Inc.	\$1,705
Alhabib Arabic School Inc.	\$23,995	Bexley Chinese Congregational Church Language School Inc.	\$7,308
Al-Khair Inc.	\$974	Bodhi Vietnamese Language School Inc.	\$13,885
Alliance Francaise de Sydney	\$31,818	Bonnyrigg Turkish School of Language and Culture	\$4,019
Alminia Charitable Assoc. Ltd	\$4,750	Bosnian Ethic School Inc.	\$9,994
Ambassadors Multicultural Mission International Assoc. Inc.	\$43,726	Buddharangsee Thai Community Language School Inc.	\$6,943
		Bulgarian Cultural and Social Assoc. "Rodina" Inc.	\$2,500
		Cabramatta West Spanish School Inc.	\$3,776

Cambodian-Australia Welfare Council of NSW Inc.	\$10,231	Greek Orthodox Parish and Community of Kogarah and District Resurrection of Christ Ltd	\$37,758
Campbelltown Bangla School Inc.	\$7,064	Greek Orthodox Parish and Community of St Marys and District Ltd	\$1,462
Campsie Cultural Centre Inc.	\$6,455	Greek Orthodox Parish of Northern and Western Suburbs	\$11,693
Carlingford Chinese Language School Inc.	\$4,750	Greek Orthodox Parish of South East Sydney	\$11,206
Central Council of Croatian Ethnic Schools of NSW Inc.	\$29,725	Greek Orthodox Parish of St George Rose Bay	\$4,019
Chanh Phap Vietnamese Buddhist Youth Assoc. of NSW Inc.	\$4,507	Greek Orthodox Parish of St Nicholas Marrickville	\$6,943
Cheng Gong School Inc.	\$853	Greek Sunday School of Canterbury and Surrounding Districts Inc.	\$2,558
Cherrybrook Chinese Community Assoc. Inc.	\$9,500	Hamazkaine Armenian Educational and Cultural Society Regional Committee Inc.	\$31,546
Chinese Australian Services Society Co-operative Ltd	\$32,642	Hanaro Korean School Inc.	\$5,116
Chinese Catholic Community Inc.	\$21,315	Happy Chinese Language Assoc. Inc.	\$7,064
Chinese Language and Literature Association Inc.	\$3,410	Hellenic Centre for Language and Culture of Australia Inc.	\$19,488
Clemon Park School Chinese Language and Cultural Association Schools in Australia Inc.	\$5,359	Hellenic Orthodox Community of Kingsgrove Bexley North Beverly Hills and Districts Ltd	\$14,007
Co.As.It Italian Association of Assistance	\$353,886	Hellenic Orthodox Community of Parramatta and Districts	\$3,289
Community Education and Services Centre Inc.	\$6,090	Hellenic Orthodox Parish and Community of Blacktown and Districts Ltd	\$7,795
Congregational Christian Church in Samoa Inc.	\$13,763	Hornsby Chinese Education Centre Inc.	\$12,302
Cook Islands School of Languages Culture and Arts	\$4,872	Hornsby Chinese Language and Culture School Inc.	\$2,500
Czech and Slovak School of Sydney	\$2,436	Hungarian School Flemington Inc.	\$4,385
Darr Al Nour Inc.	\$18,757	Hunter Parents' and Teachers' Association of Community Language Schools Inc.	\$136,440
Datong Chinese School Granville Inc.	\$26,918	Huyen Quang Buddhist Youth Assoc. Inc.	\$5,725
Datong Chinese School Inc.	\$35,687	Illawarra Islamic Social Assoc. Inc.	\$6,699
Der-Huy Chinese School Inc.	\$13,763	Imam Ali Arabic School Inc.	\$23,995
Deutscher Schulverein Sydney German Saturday School Inc.	\$10,109	Indo-Australia Balbharati Vidyalaya - Hindi School Inc.	\$10,230
Dinka Literacy Assoc. Inc.	\$1,705	Instituto Cervantes Ltd	\$31,818
Dundas Chinese School Inc.	\$4,750	International Buddhist Association of Australia Inc.	\$6,090
Eastern Suburbs Russian School Inc.	\$4,263	International Youth Fellowship Inc.	\$1,705
Eastlakes Saturday Turkish School Inc.	\$7,917	Iranian Educational and Cultural Centre Inc.	\$7,430
Eastwood Tamil Study Centre Inc.	\$4,141	Islamic Charity Projects Assoc. Inc.	\$42,752
Edo Nigerian Assoc. Inc.	\$2,558	Islamic Women's Welfare Assoc. Inc.	\$21,924
Escuela Latinoamericana Central Oeste (Latin American School of the Inner West) Inc.	\$2,801	Ivirua Academy Sch c/-Ivirua Community of NSW Inc.	\$3,532
Fairfield Heights Vietnamese Parent Committee Inc.	\$7,430	Japan Club of Sydney Inc.	\$27,161
Federation of the Congolese Council Australia Inc.	\$2,500	Japanese Sunday School Inc.	\$8,770
First Serbian Orthodox Church St Sava	\$5,116	Khmer Adventist Language School Assoc. Inc.	\$6,212
Free Serbian Orthodox Church St George Cabramatta	\$13,398	Korean Catholic Language School Inc.	\$33,251
GDPT Bo De Minh Quang -The Vietnamese Buddhist Youth Inc.	\$11,327	Korean Central Presbyterian Church Inc.	\$19,488
Goulburn Chinese Language School	\$2,500	Korean Chaplaincy of Diocese of Parramatta	\$7,552
Grace Chinese Christian Church Ltd	\$11,327	Korean Society of Sydney Australia	\$31,818
Greek Community of Mascot and District Inc.	\$5,603	Lakemba Bangla School Inc.	\$7,308
Greek Orthodox Archdiocese of Australia	\$48,355	Lao Community Advancement NSW Co-operative Ltd	\$8,648
Greek Orthodox Church and Community of Bankstown and District St Euphemia Ltd	\$9,744	Lebanese Arabic School Inc.	\$82,824
Greek Orthodox Church and Community of Leichhardt and District of St Gerasimos Ltd	\$12,058	Lebanese Moslem Assoc.	\$128,377
Greek Orthodox Church and Society of the City of Greater Wollongong	\$4,141	Lindfield Korean School Inc.	\$20,828
Greek Orthodox Community of Albury and District Inc.	\$2,500	Liverpool Polish Saturday School Inc.	\$5,359
Greek Orthodox Community of NSW Ltd	\$66,503	Looyce Armenian School Inc.	\$4,141
Greek Orthodox Parish and Community of Belmore and Districts All Saints Ltd	\$9,013	Maan Malay Australian Association of NSW Inc.	\$1,340
Greek Orthodox Parish and Community of Burwood and District Saint Nectarios Ltd	\$8,648	Macedonian School Council of NSW Inc.	\$8,161
		Maltese Community Council of NSW Inc.	\$1,827
		Maroubra Chinese School Inc.	\$9,622

Maroubra Russian School Inc.	\$4,019	Sutherland Shire Chinese Language School Inc.	\$8,891
Marrickville West Turkish School Inc.	\$4,872	Swedish School in Sydney Inc.	\$15,424
Matraville Saturday Turkish Ethnic School Inc.	\$2,558	Sydney Cheil Church Korean School Inc.	\$7,795
Ming-Der Chinese School Inc.	\$74,542	Sydney Chinese Cultural and Language School Inc.	\$2,923
Minghui School Inc.	\$4,507	Sydney Chinese School Inc.	\$54,810
Nepean Turkish School Inc.	\$5,968	Sydney Full Gospel Church Properties Inc.	\$24,604
Newcastle Tamil Sangam Inc.	\$731	Sydney Juan Church Language School	\$974
North Shore Japanese School Inc.	\$2,500	Sydney Korean Language and Culture School	\$2,500
NSW Board of Jewish Education	\$18,075	Sydney Korean Uniting Church	\$5,725
NSW Federation of Community Language Schools Inc.	\$104,876	Sydney Latvian Society Ltd	\$2,192
NSW Indo-China Chinese Assoc. Inc.	\$58,220	Sydney Punjabi Society Inc.	\$2,680
NSW Japanese School Inc.	\$11,084	Sydney Sae Soon Presbyterian Church Inc.	\$30,815
NSW Turkish Educational and Cultural Assoc.	\$11,206	Sydney Saturday School of Japanese Inc.	\$37,271
NSW Umit Uighur Language School Inc.	\$1,949	Sydney Suomi-Koulu Sydney Finnish School Inc.	\$3,289
Parramatta Hanguel School Inc.	\$4,872	Sydney Yu Cai Chinese Language School Inc.	\$54,201
Parramatta Persian Primary and High School	\$2,923	Tamil Civic Centre (TCC) Inc.	\$4,750
Pasol Sudanese Language School	\$2,500	Tamil Study Centre Homebush Inc.	\$28,136
Pei Ji Chinese School Inc.	\$12,302	Telugu Assoc. Inc.	\$1,705
Phap Bao Buddhist Youth Language School Inc.	\$4,628	Teng Fei Chinese Language Institute Inc.	\$9,500
Philippine Language and Cultural Association of Australia Inc.	\$2,558	Thai Education Centre of Australia Inc.	\$4,019
Polish Educational Society In NSW Inc.	\$8,282	Thamil Study Centre Mt Druitt Inc.	\$10,231
Polish School of Sydney Inc.	\$5,116	The Hills Chinese School Inc.	\$2,500
Portuguese Community Schools of Sydney Inc.	\$9,379	Timor Chinese Association of NSW	\$8,404
Portuguese ESAA Inc.	\$5,359	Tripoli and Mena Assoc. Ltd	\$17,296
Presbyterian Church (New South Wales) Property Trust	\$25,822	Trustees of the Roman Catholic Church for the Diocese of Saint Maroun Sydney	\$24,911
Preserving the Arabic Language in Australia (PAL) Inc.	\$9,988	TueThanh (Viet Tu) Alumni Assoc. Australia Inc.	\$3,410
Qing Hua Chinese Language School Inc.	\$87,574	Tzu-Chi Academy Australia Inc.	\$12,424
Queanbeyan Community Chinese Language School	\$1,340	United Ethnic Education Centre Inc.	\$7,308
Sabdamala - Nepalese Language School	\$2,500	United Muslim Womens Assoc. Inc.	\$19,853
Sabian Mandaean Association in Australia Ltd	\$10,475	Uruguay School of Spanish Language Inc.	\$5,237
Sanatan Religious and Cultural Assoc. NSW Inc.	\$11,327	Van Lang Vietnamese School Parents Assoc. Inc.	\$6,455
School of Vedic Sciences (Aust) Inc.	\$5,846	Victory Mandarin School Assoc. Inc.	\$4,263
Sikh Khalsa Mission Inc.	\$4,750	Vietnamese Community In Wollongong Inc.	\$6,821
Sikh Mission Centre Sydney Inc.	\$3,410	Vietnamese Cultural Schools Assoc.	\$246,401
Sinhalese Cultural forum of NSW Aust Inc.	\$19,975	Vietnamese Parents and Citizens Assoc. Inc.	\$72,593
Somang Korean Language School Inc.	\$2,436	Vietnamese Parents Committee Green Valley Inc.	\$33,008
South Coast Portuguese Assoc. Ltd	\$1,583	Vinh Khang Chinese School Inc.	\$26,187
South West Sydney Children's Chinese School Assoc. Inc.	\$3,654	Vishva Hindu Parishad of Australia Inc.	\$2,500
Sri Guru Singh Sabah Sydney (The Sikh Association Sydney) Inc.	\$9,135	Wentworthville Tamil Study Centre Inc.	\$41,412
St Alexander Nevsky Russian School Inc.	\$13,398	Western Sydney Chinese School Inc.	\$11,693
St Andrew Bogolubsky Russian Ethnic School	\$2,500	Western Sydney Urdu School Inc.	\$2,500
St Andrews Ukrainian Ethnic School	\$5,968	Woo Ri Full Gospel Church Inc.	\$7,430
St Charbel's Ethnic School	\$8,404	Yagoona Arabic School Inc.	\$14,251
St George Spanish School Inc.	\$1,218	Total	\$4,306,871
St Lazarus Serbian Orthodox Church and School Community in Sydney	\$11,693		
St Nicholas Antiochian Orthodox Church	\$11,327		
St Nicholas School of Russian Assoc. Inc.	\$6,577		
St Raphael's Greek Orthodox Parish of Liverpool and District Ltd	\$9,135		
St Thomas the Apostle Chaldean Catholic Church	\$17,174		
Sunshine Chinese School Inc.	\$2,500		

Community War Memorial Grants (First round)

Restoring and conserving important memorials in lead-up to WWI commemorations

Brooklyn RSL sub branch	\$10,000
Bungendore War Memorial Management Committee	\$10,000
Buladelah Shoe Society Inc.	\$9,000
Toronto RSL sub branch	\$10,000
Merewether RSL sub branch	\$10,000
Camden RSL sub branch	\$10,000
Thirroul RSL sub branch	\$8,000
Miranda RSL sub branch	\$10,000
Numbucca Heads RSL sub branch	\$3,500
Penshurst RSL sub branch	\$10,000
Newington College 70 Club	\$3,170
War Widows Guild	\$4,960
Total	\$98,630

Community War Memorial Grants (Second round)

Bourke Shire Council	\$10,000
Braidwood RSL sub branch	\$5,155
Brunswick Heads - Bilinudgel RSL sub branch	\$16,000
Cardiff RSL sub branch	\$3,000
Cootamundra RSL sub branch	\$5,500
Emmaville RSL sub branch	\$10,000
Gloucester RSL sub branch	\$10,000
Gordon Falls Bushcare	\$12,500
Menangle Anglican Parish	\$10,000
National Servicemen's Assoc. Eastern Suburbs	\$1,320
National Servicemen's Association of Australia (NSW branch)	\$4,005
North West Vietnam Veterans Social Group Inc.	\$650
St Phillip's Anglican Church Eastwood	\$6,250
Total	\$94,380

Cultural Events and NAIDOC Week

Supporting Aboriginal cultural events and NAIDOC celebrations

Albury City Council - Community NAIDOC event	\$5,000
Albury High School - Community NAIDOC event	\$560
Anaiwan Local Aboriginal Land Council - Community NAIDOC event	\$909
Armidale Dumaresq Council - Community NAIDOC event	\$1,000
Ashford Local Aboriginal Land Council - Community NAIDOC event	\$1,500
Babana Aboriginal Men's Group Inc. - Community NAIDOC event	\$1,500
Balranald AECG / Balranald Central School - Community NAIDOC event	\$1,840
Bathurst Local Aboriginal Land Council - Community NAIDOC event	\$1,000
Biz Sisters Pty Ltd - Biz Sisters Start Up Enterprise Program	\$1,650
Boggabilla Central School (AECG) - Community NAIDOC event	\$2,000
Bogan River Peak Hill Wiradjuri Aboriginal Corporation - Community NAIDOC event	\$500
Brewarrina Business Centre - Community NAIDOC events	\$10,000
Campbellfield Public School - Community NAIDOC event	\$2,000
Coonabarabran Local Aboriginal Land Council - Community NAIDOC event	\$1,500

Dubbo City Council - Community NAIDOC event	\$1,500
Galambila Aboriginal Health Service Aboriginal Health Service - Bellingen Global Festival	\$3,500
Gilgandra Local Aboriginal Land Council - Community NAIDOC event	\$500
Guriwal Aboriginal Corporation Aboriginal Corporation - Community NAIDOC event	\$2,000
Guyra Local Aboriginal Land Council - Community NAIDOC event	\$1,000
Illawarra Aboriginal Corporation - Community NAIDOC event	\$3,391
Kandeer School - Community NAIDOC event	\$600
Kempsey Local Aboriginal Land Council - 2012 Regional Aboriginal Women's Forum	\$9,000
Kula N'Gadu Assoc. - Community NAIDOC event	\$454
La Perouse Local Aboriginal Land Council - Aboriginal Community Reconciliation event	\$909
Mingaana Aboriginal Corporation - Community NAIDOC event	\$500
Moombahlene Local Aboriginal Land Council - Community NAIDOC event	\$1,000
Moree Local Aboriginal Land Council - Community NAIDOC event	\$2,500
Moree Plains Shire Council - Community NAIDOC event	\$2,000
Muloobinba Aboriginal Corporation - Community NAIDOC event	\$1,000
Narrabri Local Aboriginal Land Council - Community NAIDOC event	\$500
Narromine Local Aboriginal Land Council - Community NAIDOC event	\$500
National Centre of Indigenous Excellence - Redfern Community NAIDOC event	\$2,000
Nyngan Local Aboriginal Land Council - Community NAIDOC event	\$500
Orange Aboriginal Medical Service - Community NAIDOC event	\$2,000
Parkes Neighbourhood Centre - Community NAIDOC event	\$500
PIUS X Aboriginal Corporation - Community NAIDOC event	\$1,000
Red Chief Local Aboriginal Land Council - Community NAIDOC event	\$500
Saltwater Freshwater Arts Alliance - Saltwater Freshwater Festival	\$10,000
South Eastern Aboriginal Regional Management Service Cooperative (SEARMS) - Community NAIDOC event	\$3,500
South Coast Medical Service Aboriginal Corporation - Community NAIDOC event	\$2,000
St Andrews Public School - Community NAIDOC event	\$1,818
Talent Development Project Foundation	\$10,000
Tamworth Regional Council - Community NAIDOC event	\$3,000
Tharawal Local Aboriginal Land Council - Community NAIDOC event	\$1,500
The Lyndon Community (Wandarma Aboriginal Drug and Alcohol Service) - Community NAIDOC event	\$2,000
Thunmakirri Aboriginal Consultancy Service Aboriginal Consultancy Service - Community NAIDOC event	\$2,000
TIDE (Taree Indigenous Development and Employment Ltd) on behalf of Gloucester AECG - Community NAIDOC event	\$783
TIDE on behalf of Alstonville High School - Community NAIDOC event	\$300
TIDE on behalf of Bahtabah Local Aboriginal Land Council - Community NAIDOC event	\$1,000
TIDE on behalf of Baryugil and South Grafton Preschool - Community NAIDOC event	\$500
TIDE on behalf of Biripi Aboriginal Corporation Medical Service - Community NAIDOC event	\$2,117
TIDE on behalf of Bunjum Aboriginal Co-Operative Ltd - Community NAIDOC event	\$1,000
TIDE on behalf of Chatham High School - Community NAIDOC event	\$200

TIDE on behalf of Coffs Harbour Aboriginal Social Events Committee (CHASE) - Community NAIDOC event	\$1,000
TIDE on behalf of Coraki Public School - Community NAIDOC event	\$500
TIDE on behalf of Kempsey Local Aboriginal Land Council - Community NAIDOC event	\$1,000
TIDE on behalf of Lismore City Council - Community NAIDOC event	\$1,000
TIDE on behalf of Macksville Public School - Community NAIDOC event	\$500
TIDE on behalf of Muloobinba Aboriginal Corporation - Community NAIDOC event	\$1,500
TIDE on behalf of Nambucca Heads Public School - Community NAIDOC event	\$700
TIDE on behalf of Nambucca Shire Council / Nambucca Sports Facilitation - Community NAIDOC event	\$1,000
TIDE on behalf of Na-ya Boo-Larng Inc. Assoc. - Community NAIDOC event	\$1,000
TIDE on behalf of One Place One Plan Community - Community NAIDOC event	\$300
TIDE on behalf of Port Macquarie High School - Community NAIDOC event	\$300
TIDE on behalf of South Grafton High School - Community NAIDOC event	\$500
TIDE on behalf of Southern Cross School - Community NAIDOC event	\$500
TIDE on behalf of Tabulam Public School - Community NAIDOC event	\$500
TIDE on behalf of Toormina High School - Community NAIDOC event	\$200
TIDE on behalf of Tuncurry Public School - Community NAIDOC event	\$200
TIDE on behalf of Tyalgum Public School - Community NAIDOC event	\$500
TIDE on behalf of WarlgaNgurra Women and Children's Refuge - Community NAIDOC event	\$300
TIDE on behalf of Worimi Local Land Council - Community NAIDOC event	\$1,300
TIDE on behalf of Youth.Connections.com.au - Community NAIDOC event	\$1,300
Toomelah Public School - Community NAIDOC event	\$3,000
Trangie Local Aboriginal Land Council - Community NAIDOC event	\$500
Tribal Warrior Assoc. Inc. - Youth Mentoring Program	\$3,636
Tumut/Brungle Local Aboriginal Land Council - Community NAIDOC event	\$2,000
Walhallow Local Aboriginal Land Council - Community NAIDOC event	\$2,000
Walla Mulla Family & Community Support Ltd - Community NAIDOC event	\$2,000
Warren Macquarie Local Aboriginal Land Council - Community NAIDOC event	\$500
Wee Waa Local Aboriginal Land Council - Community NAIDOC event	\$1,000
Weigelli Centre Aboriginal Corporation - Cootamundra Girls Home Centenary Commemoration	\$10,000
Wellington Council - Central West Regional Gathering	\$5,000
Wellington Council - Community NAIDOC event	\$1,000
Wingecarribee Shire Council - Community NAIDOC event	\$1,500
Woonona Public School - Cultural Awareness Project	\$1,000
Worimi Local Aboriginal Land Council - Elders Oral History Project	\$13,000
Yoorana Gunya Family Healing Centre - Community NAIDOC event	\$500
NSW Aboriginal Golf Assoc. - 2012 Reconciliation event	\$2,000
Total	\$172,767

Elsa Dixon

Supporting Aboriginal people in provision and development of employment opportunities.

Armidale & District Business Enterprise Centre	\$186,087
Auswide Projects Ltd	\$145,294
Booroongen Djugun Aboriginal Corporation	\$109,134
Booroongen Djugun Aboriginal Corporation - NCAP	\$40,764
Boys Town	\$125,189
Bunjum Aboriginal Co-Operative Ltd	\$290,584
Career Trackers Indigenous Internship Program Ltd	\$34,945
Cowra Shire Council	\$2,032
Enterprise & Training Company Ltd	\$62,174
Griffith Skills Training Centre Inc.	\$248,428
Hunter Region Business Enterprise Centre	\$290,383
Murdi Paaki Regional Enterprise Corporation Ltd	\$53,123
Ngurrula Aboriginal Corporation	\$101,984
Parkes Forbes Business Enterprise Centre	\$286,229
Royal Life Savings Society NSW	\$25,000
Salvation Army Joblink	\$40,794
Shoalhaven Community Development Ltd	\$185,805
South Coast Workplace Learning Inc.	\$25,000
Tablelands Community Employment & Training Inc.	\$62,400
The Illawarra Itec Ltd	\$290,544
Verto Ltd	\$145,294
Total	\$2,751,186

Focus Communities Program

Working with communities on priority issues around keeping children safe

Biripi Aboriginal Medical Service	\$10,636
Gracie Productions Pty Ltd	\$10,764
Jenna Susetio - Got Ya Back Midiga program	\$950
Koorreen Enterprises - Lateral Violence workshop	\$8,300
MiiMi Mothers Aboriginal Corporation - Bowraville	\$10,909
Quirindi High School - Elders / Youth Gathering Program	\$2,000
Quirindi High School - Malagan-Yinarr Program	\$5,000
Toomelah Public School - Healing Ceremony	\$2,700
Toomelah Public School - Toomelah Cemetery Plan	\$4,600
Walhallow Aboriginal Corporation	\$3,000
Waminda South Coast Women's Health and Welfare Aboriginal Corporation	\$12,000
Total	\$70,859

Grant In Aid

Supporting various non profit organisations demonstrating an outstanding contribution to educational outcomes in NSW.

Allison House Students Accommodation	\$65,000
Australian Children's Television Foundation	\$135,100
Council of Catholic School Parents	\$76,600
Early Childhood Intervention Australia	\$10,000
Federation of Parents & Citizens	\$358,800

Institute for Family Advocacy	\$32,000
Isolated Children's Parents Assoc.	\$49,100
Learning Difficulties Coalition	\$30,000
Learning Links	\$24,000
NAPCAN Australia	\$11,200
NSW Aboriginal Education Consultative Group Inc.	\$90,000
NSW Parents Council Inc.	\$60,500
Specific Learning Difficulties Association of NSW (SPELD)	\$31,200
St John Ambulance Australia (NSW)	\$13,300
Talent Development Project Inc.	\$221,000
The Aurora Project	\$130,000
Vision Australia Ltd	\$10,100
Total	\$1,347,900

Group Joint Training Scheme Grants

Funding Group Training Organisations for strategies and initiatives which encourage and improve both the commencement and completion of apprenticeships and traineeships in line with the nationally agreed priority areas.

Aboriginal Employment Strategy Ltd	\$191,000
Access Group Training Ltd	\$64,626
Apprentices Plus Pty Ltd	\$420,376
Apprentices Trainees Employment Ltd	\$738,158
ATC Western Sydney Ltd	\$17,917
Australian Industry Group Training Services Pty Ltd	\$139,013
Australian Training Company Ltd	\$213,676
Auswide Projects Ltd	\$48,951
Automotive Group Training (NSW)	\$228,076
Central Coast Group Training Ltd	\$77,400
Central West Group Apprentices Ltd	\$479,500
Comet Training Pty Ltd	\$53,902
ECA Training Pty Ltd	\$177,100
Group Training Association of NSW	\$30,909
HGT Australia Ltd	\$517,947
Hospitality Training Network of NSW Ltd	\$487,026
Housing Industry Assoc. Ltd	\$68,176
Hunter Valley Training Company Pty Ltd	\$522,650
Hunternet Group Training	\$77,476
Macarthur Group Training Ltd	\$188,526
Manufacturing Industry Group	\$140,525
Maritime Employees Training Ltd	\$31,292
Master Builders Group Training Pty Ltd	\$57,475
Master Painters Group Training Company	\$26,067
Master Plumbers & Mechanical Contractors Association of NSW	\$28,512
Master Plumbers Apprentices Ltd	\$149,561
MBA Newcastle Group Training Pty Ltd	\$37,526
MEGT (Australia) Ltd	\$161,963
Motor Traders Association of NSW	\$180,655
Murray Mallee Training Company Ltd	\$61,076
On-Q Human Resources Ltd	\$84,000
Proteen for Teens Inc.	\$49,440
Regional Employment & Training Pty Ltd	\$62,226

Riverina Group Training and Employment Ltd	\$202,976
Skilled Group Ltd	\$80,450
Sydney Training & Employment Ltd	\$160,726
TABMA Training Pty Ltd	\$95,713
The Australian Electrotechnology Industry Training Centre Ltd	\$92,056
The Electrotechnology Industry Group Training Company Ltd	\$154,500
The Group Training Association of NSW & Act	\$25,000
West State Training Ltd	\$19,476
Workventures Ltd	\$31,238
WPC Group Ltd	\$149,100
WSROC Training & Employment	\$82,651
YC Industry Link Ltd	\$55,504
Total	\$6,962,102

Indigenous Sports Program

Funding from the Australian Sports Commission to allocate to targeted sporting organisations for the delivery of Aboriginal sport programs.

AFL (NSW/ACT) Commission Ltd	\$34,000
Australian Rugby Union	\$40,000
Cricket New South Wales	\$36,000
Football NSW Ltd	\$20,000
Northern NSW Football	\$20,000
NSW Netball Assoc.	\$40,000
NSW Rugby League	\$18,500
Surfing NSW Inc.	\$40,000
Swimming NSW Ltd	\$40,000
Total	\$288,500

International Sporting Event Program

Supporting and attracting international sporting events to NSW in an effort to provide high level competition opportunities for New South Wales athletes, coaches and officials.

Australian Canoeing	\$8,000
Australian Canoeing	\$25,000
Australian Canoeing	\$4,000
Australian Olympic Committee	\$50,000
Australian Paralympic Committee	\$7,500
Australian Skateboard Racing Assoc.	\$10,000
Baseball NSW	\$5,000
Basketball Australia	\$10,000
Central Coast Baseball Assoc. Inc.	\$10,000
Fastwater Promotions Pty. Ltd.	\$5,000
Fiba Oceania Inc.	\$10,000
Frontside Events Pty Ltd	\$10,000
Golf NSW Ltd	\$15,000
Island Style Promotions	\$5,000
Jack Newton Junior Golf Foundation	\$5,000
Judo Federation Of Australia (NSW) Inc.	\$7,500
NSW Snowsports	\$7,500
NSW Water Ski Federation	\$5,000
NSW Wrestling Assoc. Inc.	\$10,000
Shotokan Karate International Australia Inc.	\$5,000

Ski & Snowboard Australia Ltd	\$12,500
Table Tennis NSW Inc.	\$10,000
Tennis NSW	\$7,500
Tenpin Bowling Australia Ltd	\$10,000
The Pony Club Association Of NSW Inc.	\$5,000
Wheelchair Sports NSW	\$12,500
Wheelchair Sports NSW	\$12,500
Total	\$284,500

Intervention Support Grants - Young People with Disabilities

Supporting the delivery of educational programs for children with disabilities.

Aberdare Preschool Inc.	\$10,898
Adamstown Child Care Centre Inc.	\$11,888
Albury Preschool Kindergarten Inc.	\$3,770
All Saints Preschool Albion Park Inc.	\$6,077
Anglican Church of Australia - Calrossy Anglican School	\$6,077
Annette's Place Inc.	\$23,302
Anzac Village Preschool Assoc. Inc.	\$8,281
Apostolic Church Australia Ltd	\$24,000
Arndu St Pauls Preschool Assoc. Inc.	\$9,641
Aspire Support Services Ltd	\$43,804
Autism Spectrum Australia (Aspect)	\$409,210
Awabakal Newcastle Aboriginal Co-operative Ltd	\$39,716
Ballina Fox Street Preschool Inc.	\$16,871
Ballina River Street Children's Centre Inc.	\$20,435
Baptist Community Services NSW and ACT	\$3,461
Baptist Union of New South Wales - Alstonville Baptist Church	\$7,128
Barnardos Australia	\$13,514
Bathurst Early Childhood Intervention Service Inc.	\$93,914
Baulkham Hills Preschool Kindergarten Inc.	\$5,307
Beacon Hill Community Kindergarten Assoc. Ltd	\$5,974
Bega Preschool Assoc. Inc.	\$5,384
Belmont North Preschool Inc.	\$5,974
Berala Jack and Jill Preschool Kindergarten Inc.	\$5,974
Beresfield Community Children's Education Centre	\$10,467
Berkeley Vale Preschool Kindergarten Inc.	\$16,665
Bexley Jack and Jill Preschool Inc.	\$12,154
Big Fat Smile Group Ltd	\$76,650
Binnowiee Kindergarten Co-operative Society Ltd	\$7,614
Biralee Preschool Finley Inc.	\$3,770
Blacktown City Council	\$26,000
Bland Shire Council	\$10,898
Blaxland Preschool Kindergarten	\$9,538
Bolton Point Child Care Centre Inc.	\$5,307
Bombala Preschool Inc.	\$3,693
Boolaroo-Speers Point Community Kindergarten Inc.	\$3,060
Boys' Town Engadine	\$9,000
Branxton Preschool Inc.	\$4,128
Brayside Community Preschool Inc.	\$3,000
Broken Hill Happy Day Preschool Kindergarten Inc.	\$9,641

Budgewoi-Halekulani Preschool Kindergarten Inc.	\$29,128
Bulahdelah Preschool Inc.	\$18,455
Bundanoon District Preschool Kindergarten Assoc. Inc.	\$1,614
Bungendore Preschool Assoc. Inc.	\$4,440
Bunyip Preschool Harden Inc.	\$14,958
Byron Bay Preschool Inc.	\$8,834
Byron Shire Council	\$3,000
Byron Shire Early Intervention Assoc. Inc.	\$36,729
Cabarita Mortlake Kindergarten Assoc. Inc.	\$3,000
Camden Preschool Kindergarten Co-operative Ltd	\$20,450
Canowindra Preschool Kindergarten Inc.	\$9,921
Canterbury Community Child Care Centre Inc.	\$5,307
Carewest Inc.	\$12,567
Castle Hill Preschool Kindergarten Inc.	\$2,514
Catherine Field Preschool Kindergarten Inc.	\$9,641
CatholicCare	\$204,472
Central Coast Community College	\$48,000
Central Shoalhaven Mobile Preschool Unit Inc.	\$10,794
Cerebral Palsy Alliance	\$560,357
Cessnock Multipurpose Children's Centre Ltd	\$6,461
Children's Services Community Management Ltd	\$5,027
Chillingham and Tyalgum Community Preschool Inc.	\$3,461
Christ Church Gladesville Preschool Kindergarten Inc.	\$5,027
Christ Church St Ives Preschool Inc.	\$4,821
Clunes Community Preschool Assoc. Inc.	\$3,000
Coffs Harbour Preschool Assoc. Inc.	\$9,538
Coldstream Community Preschool Inc.	\$3,000
Community Programs Inc.	\$121,304
Como Preschool Kindergarten Assoc. Inc.	\$14,358
Condobolin Preschool Kindergarten Inc.	\$12,648
Connect Child and Family Services Inc.	\$105,806
Coolah Preschool Kindergarten Inc.	\$2,040
Cooloon Children's Centre Inc.	\$2,040
Cooma Lambie Street Preschool Assoc. Inc.	\$17,410
Cooma North Preschool Assoc. Inc.	\$6,461
Coutts Crossing Preschool Inc.	\$2,514
Cowra Special Needs Services Inc.	\$32,630
Crescent Head Community Preschool Inc.	\$4,821
Cuddlepie Early Childhood Learning Centre Inc.	\$1,293
Dalaigur Preschool and Children's Services Assoc. Inc.	\$22,755
Dawn Song Children's Centre Inc.	\$3,000
Delegate District Preschool Inc.	\$5,898
Deniliquin Children's Centre Inc.	\$3,770
Denman Children's Centre Assoc. Inc.	\$7,828
Doonside Kindergarten Inc.	\$3,770
Drummoyne Preschool Kindergarten Inc.	\$3,770
Dubbo and District Preschool Kindergarten Inc.	\$15,615
Dubbo West Preschool Inc.	\$12,154
Dunedoo Preschool Kindergarten Inc.	\$3,000
Early Education (EarlyEd) Inc.	\$260,656
Early Links Inclusion Support Service Inc.	\$76,715

Early Start	\$22,807	House With No Steps	\$72,613
East Lindfield Community Preschool Inc.	\$4,347	Hunter Prelude Early Intervention Centre Inc.	\$290,330
East Lismore Community Preschool Inc.	\$4,821	Hunters Hill Preschool Inc.	\$12,051
East Maitland Preschool Kindergarten Assoc. Inc.	\$18,165	Illawarra Area Child Care Ltd	\$23,581
Eastlake Community Child Care Centre Inc.	\$4,821	Iluka Preschool Inc.	\$11,780
Eden Creek-Fairymount Preschool Inc.	\$3,000	Inaburra Communications Ltd - Inaburra Preschool	\$23,895
Engadine Church of Christ Preschool Kindergarten Inc.	\$11,074	Infants' Home Ashfield	\$31,258
Engadine Preschool Kindergarten Inc.	\$13,101	Integricare	\$34,853
Fairfield City Council	\$112,263	Inverell Disability Services Inc.	\$31,165
Felton Street Early Learning Preschool Inc.	\$11,948	Inverell District Family Services Inc.	\$16,945
Firstchance Inc.	\$264,288	Jacaranda Preschool Centre Inc.	\$7,614
Forbes Preschool Kindergarten Co-operative Ltd	\$4,614	Jesmond Community Preschool Assoc. Inc.	\$6,654
Frederick Street Kindergarten Co-operative Ltd	\$30,075	Jesmond Early Education Centre Inc.	\$17,619
Galloping Gumnut Mobile Children's Services Van Inc.	\$2,307	Joey's Pouch Educational Child Care Centre Inc.	\$3,000
Gamumbi Early Childhood Education Centre Inc.	\$7,231	Jumbunna Community Preschool and Early Intervention Centre Inc.	\$97,625
Giant Steps Sydney Ltd	\$23,730	Jumping Jacks Community Preschool Inc.	\$7,128
Gilgandra Preschool Inc.	\$5,064	Kapooka Early Childhood Centre Inc.	\$2,514
Girrawong Preschool Inc.	\$4,614	Karingal Preschool Nelson Bay Inc.	\$6,654
Girrinbai Community Preschool Inc.	\$16,664	Karuah Preschool Assoc. Inc.	\$6,284
Glen Innes Preschool Assoc. Inc.	\$5,766	Katoomba Children's Cottage Inc.	\$13,308
Glen Innes Severn Council	\$9,152	Kellyville Preschool Kindergarten Inc.	\$12,051
Glenbrook Preschool Kindergarten Inc.	\$3,000	Kempsey Children's Services Co-operative Ltd	\$14,668
Glendore Child Care Centre Inc.	\$14,061	Kempsey Early Intervention Program Inc.	\$105,706
Goonellabah Preschool Inc.	\$22,638	Kenthurst Preschool Kindergarten Inc.	\$4,128
Gordon Community Preschool	\$10,794	Kiama Preschool Inc.	\$11,244
Gorokan Preschool Inc.	\$9,921	Killarney Vale Preschool Kindergarten Inc.	\$10,691
Goulburn and District Children's Services Assoc. Inc.	\$48,719	Kindamindi Co-operative Ltd	\$3,000
Goulburn Preschool Assoc. Inc.	\$7,231	Kindilan Early Childhood Centre Inc.	\$8,384
Grace Lutheran Church Moree - Grace Lutheran Preschool	\$5,027	King Street Community Preschool East Maitland Inc.	\$5,307
Great Lakes Children's Centre Inc.	\$7,128	Kings College Inc.	\$3,000
Greenhills Child Care Centre Inc.	\$5,307	Kingscliff Mini School Inc.	\$3,000
Grenfell Preschool and Long Day Care Centre Inc.	\$1,795	Kogarah Council	\$3,000
Greta Community Preschool Inc.	\$6,461	Koninderie Community Based Preschool Inc.	\$7,128
Griffith East Preschool Inc.	\$2,307	Koorana Child and Family Services Inc.	\$212,608
Griffith Preschool Kindergarten Inc.	\$3,461	KU Children's Services	\$988,763
Growing Potential Ltd - Children First Inc.	\$34,795	Kurnell Preschool Kindergarten Inc.	\$3,770
Gulpa Preschool Inc.	\$5,307	Kurrajong Waratah	\$387,791
Gumnut Bowral Memorial Preschool Inc.	\$5,501	Kurri Kurri and District Preschool Kindergarten Inc.	\$29,025
Gumnut Cottage Inc.	\$693	Lalor Park Preschool Kindergarten Assoc. Inc.	\$2,040
Gunnedah Family and Children's Services Inc.	\$39,272	Lambing Flat Enterprises Ltd	\$50,228
Gunnedah Preschool Kindergarten Assoc. Inc.	\$28,819	Lane Cove Children's Centre	\$14,195
GyMEA Nursery School and Kindergarten Co-operative Society Ltd	\$7,231	Lapstone Preschool Kindergarten Assoc. Inc.	\$226,614
Hastings Early Intervention Program Inc.	\$147,650	Larool Preschool Inc.	\$3,461
Hawkesbury Early Childhood Intervention Service Inc.	\$64,097	Lawson Community Preschool Assoc. Inc.	\$2,307
Hear the Children Early Intervention Centre Inc.	\$35,992	Learning Links	\$250,754
Heathdene Community Services Inc.	\$19,826	Lennox Head Community Preschool Inc.	\$6,077
Henry Street Community Preschool Assoc. Inc.	\$693	Lifestart Co-operative Ltd	\$487,239
Highfields Preparatory and Kindergarten School Ltd	\$5,307	Lismore Parish Centre Preschool Inc.	\$9,744
Holroyd City Council	\$49,280	Lismore Preschool Kindergarten Inc.	\$16,768
Horizon Early Childhood Intervention Service Inc.	\$53,736	Lithgow Early Intervention Program Inc.	\$38,370
Hornsby Shire Council	\$9,088	Liverpool Campbelltown Christian School Ltd	\$5,307

Liverpool City Council	\$44,935	North Epping Kindergarten Assoc. Inc.	\$12,051
Long Jetty Preschool Inc.	\$8,591	North Rocks Preschool Inc.	\$5,307
Lower Bucca Community Preschool Inc.	\$2,514	North Ryde Community Preschool Inc.	\$6,077
Lyrebird Preschool Kindergarten Nowra East Inc.	\$7,541	North St Marys Neighbourhood Centre Inc.	\$9,538
Macarthur Preschool Kindergarten Assoc. Inc.	\$16,945	Northern Beaches Montessori Assoc. Inc.	\$3,000
Macksville Preschool Childcare Centre Ltd	\$3,060	Northside Montessori Society	\$3,000
Macleay Community Preschool Inc.	\$3,770	Norwood Community Preschool Inc.	\$8,384
Macquarie Preschools Co-operative Ltd	\$5,270	Nurruby Children's Services Inc.	\$16,812
Maitland Nursery School Inc.	\$14,461	Ocean Shores Preschool Inc.	\$5,307
Manilla Community Preschool Inc.	\$2,040	Old Bar Community Preschool Inc.	\$6,654
Manly Vale Community Kindergarten Inc.	\$12,154	Open Arms Care Inc.	\$18,035
Manning and Great Lakes Early Intervention Inc.	\$138,466	Orana Community Preschool Inc.	\$4,614
Marayong Preschool Kindergarten Inc.	\$33,639	Orana Early Childhood Intervention and Education Project Inc.	\$149,412
Marist Youth Care Ltd	\$18,500	Orange District Early Education Program Inc.	\$123,147
Marrickville Council	\$4,080	Orange Preschool Kindergarten Ltd	\$14,461
Masada College	\$3,000	Pambula Preschool Kindergarten Assoc. Inc.	\$3,000
Mater Dei	\$150,222	Parkes Early Childhood Centre Inc.	\$10,180
Mayfield Central Community Preschool Kindergarten Ltd	\$6,461	Parklands Community Preschool and Children's Centre Inc.	\$13,205
McGraths Hill Children's Centre Inc.	\$8,591	Paterson Preschool Inc.	\$2,307
Medowie Community Preschool Inc.	\$12,051	Pathways - Early Childhood Intervention Inc.	\$112,718
Mercy Centre Lavington Ltd	\$2,500	PEDAL Early Childhood Intervention Service Inc.	\$285,307
Merindah Children's Centre Inc.	\$2,040	Pennant Hills War Memorial Children's Centre Assoc. Inc.	\$7,614
Mikayla Children's Centre Inc.	\$15,450	Penrith City Council	\$72,036
Minooka Preschool Centre Inc.	\$8,281	Peter Pan Preschool and Kindergarten Tamworth Inc.	\$9,641
Miranda Kindergarten Assoc. Inc.	\$22,985	Peter Rabbit Community Preschool Inc.	\$6,077
Mission Australia	\$220,879	Pied Piper Preschool Assoc. (Wallerawang) Inc.	\$6,654
Mittagong Preschool Kindergarten Inc.	\$15,615	PlayAbility Inc.	\$39,294
Moama and District Preschool Centre Inc.	\$6,461	Ponyara Preschool Kindergarten Assoc. Ltd	\$7,231
Molong District Preschool Inc.	\$3,000	Port Macquarie Community Preschool Ltd	\$25,255
Monaro Early Intervention Service Inc.	\$83,000	Possums Community Preschool Assoc. Inc.	\$5,974
Moree Preschool Inc.	\$28,512	Pottsville Community Preschool Inc.	\$2,307
Moresby Park Preschool Inc.	\$7,334	Presbyterian Church (New South Wales) Property Trust	\$47,894
Moriah War Memorial College Assoc.	\$15,538	Pymble Turramurra Kindergarten Inc.	\$5,234
Morisset and District Children's Centre Co-operative Ltd	\$7,614	Queanbeyan and District Preschool Assoc. Inc.	\$44,800
Mount Hutton Child Care Centre Inc.	\$3,000	Queanbeyan Children's Special Needs Group Inc.	\$70,700
Mountains Outreach Community Service Inc.	\$2,514	Quirindi Preschool Kindergarten Inc.	\$4,821
Mudgee Preschool Kindergarten Co-operative Ltd	\$16,562	Rainbow Preschool Assoc. Broken Hill Inc.	\$8,160
Mullumbimby Community Preschool Assoc. Inc.	\$3,000	Raymond Terrace Community Preschool Inc.	\$7,334
Mulwala Preschool Inc.	\$3,000	Richmond Hill Community Preschool Inc.	\$1,154
Murrumbateman Early Childhood Centre Assoc. Inc.	\$6,077	Richmond Preschool Kindergarten Assoc. Inc.	\$13,967
Musicians Making A Difference Inc.	\$17,400	Riverside Preschool Inc.	\$2,514
Muswellbrook Child Care Centre Inc.	\$3,000	Rosellas Community Preschool Inc.	\$7,231
Muswellbrook Preschool Kindergarten Inc.	\$14,152	Ross Circuit Preschool Centre Inc.	\$11,888
Nambucca Heads Preschool Playcentre Ltd	\$19,532	Royal Institute for Deaf and Blind Children	\$625,462
Nambucca Valley Children's Group Inc.	\$51,713	Rylstone Kandos Preschool Inc.	\$3,000
Nana Glen Preschool Inc.	\$3,000	Salamander Child Care Centre Inc.	\$6,921
Narrabeen Community Kindergarten Inc.	\$19,281	Sans Souci Community Preschool Assoc. Inc.	\$14,358
Narwee Preschool Kindergarten Inc.	\$2,307	Scone and District Preschool Inc.	\$7,231
Nimmitabel Preschool Inc.	\$5,307	SDN Child and Family Services Pty Ltd	\$64,998
Noah's Ark Centre of Shoalhaven Inc.	\$83,807	SDN Children's Services	\$23,115
		Shoalhaven Community Preschool Inc.	\$3,000

Silverlea Early Childhood Services Inc.	\$27,535	Thurgoona Preschool Inc.	\$3,770
Singleton Heights Preschool Inc.	\$9,641	Toormina Community Preschool Inc.	\$2,307
Singleton Preschool Kindergarten Inc.	\$2,514	Toukley Preschool Kindergarten Inc.	\$3,770
Snugglepot Day Care Centre Inc.	\$31,256	Trinity Preschool Orange Inc.	\$6,077
South West Rocks Preschool Inc.	\$3,000	Trustees of the Christian Brothers - Waverley College	\$14,564
Special Needs Support Group Inc.	\$133,507	Trustees of the Roman Catholic Church for the Diocese of Broken Bay	\$3,000
Springdale Heights Preschool Inc.	\$3,060	Trustees of the Roman Catholic Church for the Diocese of Lismore - Parish of St Francis Xavier	\$10,283
Springwood and District Preschool Kindergarten Assoc. Inc.	\$4,614	Trustees of the Roman Catholic Church for the Diocese of Lismore - St Joseph's Family Services	\$31,827
St Andrew's Kindergarten Abbotsford Inc.	\$4,674	Trustees of the Roman Catholic Church for the Diocese of Parramatta	\$11,461
St Anthony's Family Care	\$45,260	Trustees of the Sisters of Saint Dominic - Catherine Sullivan Centre	\$63,298
St Dunstan's Preschool Kindergarten Inc.	\$14,461	Tweed Heads Community Preschool Inc.	\$4,821
St George Preschool (Marsfield) Inc.	\$2,307	Tweed Valley Early Childhood Intervention Service Inc.	\$106,390
St Ives Preschool Kindergarten Assoc.	\$10,794	Uralla Preschool Kindergarten Inc.	\$7,231
St John's North Ryde Preschool Assoc. Inc.	\$2,514	Valla Community Preschool Inc.	\$3,000
St John's Preschool Ashfield Inc.	\$4,821	Vision Australia Ltd	\$144,868
St Luke's Preschool Dapto Inc.	\$13,308	Walcha Council	\$9,657
St Luke's Preschool Northmead Inc.	\$5,307	Wallsend Community Preschool Inc.	\$5,384
St Mark's Brighton-le-Sands Preschool Kindergarten Inc.	\$5,307	Wangi Peter Pan Kindergarten Inc.	\$6,520
St Mark's Preschool Kindergarten Inc.	\$5,027	Warragamba Preschool Inc.	\$8,487
St Mary's North Tamworth Preschool Inc.	\$7,614	Warren Preschool Kindergarten Inc.	\$3,770
St Pauls Grammar School Penrith Ltd	\$8,590	Warrumbungle Shire Council	\$1,614
St Peters Preschool Inc.	\$2,307	Wauchope Preschool Kindergarten Inc.	\$6,461
St Peters Preschool Ltd	\$3,000	Wee Waa and District Preschool Assoc. Inc.	\$2,040
Stuarts Point Preschool Assoc. Inc.	\$2,514	Werris Creek and District Preschool Assoc. Inc.	\$6,284
Summerland Early Intervention Program Inc.	\$108,766	West Albury Preschool Centre Inc.	\$7,231
Sutherland Shire Council	\$23,995	West Bathurst Preschool Inc.	\$19,178
Sydney Anglican Schools Corporation	\$2,307	West Epping Preschool Assoc. Inc.	\$3,461
Sydney Community College Ltd	\$18,400	Westlawn Preschool Inc.	\$4,347
Sylvanvale Foundation	\$67,471	Williamstown Preschool Inc.	\$3,000
Tabulam and District Community Preschool Inc.	\$3,000	Willoughby Community Preschool Inc.	\$12,154
Taree and District Preschool Ltd	\$6,521	Wilson's Creek Community Preschool Inc.	\$3,000
Tathra Children's Services Inc.	\$7,231	Windsor Preschool Assoc. Inc.	\$15,718
Temora Preschool Kindergarten Inc.	\$2,307	Wingham and District Preschool Kindergarten Ltd	\$10,691
Tenterfield Preschool Kindergarten Inc.	\$4,614	Winmalee Community Preschool Inc.	\$12,154
The Entrance Preschool Kindergarten Assoc. Inc.	\$13,411	Wollongbar Community Preschool Inc.	\$31,793
The Hills Community Kindergarten Inc.	\$4,821	Woodenbong Preschool Kindergarten Inc.	\$3,000
The Hills Shire Council	\$3,000	Woodrising Community Preschool and Childcare Centre Inc.	\$8,487
The Jack and Jill Kindergarten	\$9,641	Woodstock Support Inc.	\$32,891
The John Wycliffe Christian Education Assoc. Ltd	\$3,060	Woy Woy Peninsula Community Childcare Co-operative Society Ltd	\$9,538
The North Brighton Preschool Community Kindergarten Inc.	\$8,561	Wyong Preschool Kindergarten Assoc. Inc.	\$19,384
The Northcott Society	\$21,917	Yalbillinga Boori Day Care Centre Aboriginal Corporation	\$4,821
The Northern Nursery School Ltd	\$5,974	Yamba Preschool Kindergarten Assoc. Inc.	\$7,128
The Oaks Preschool Kindergarten Co-operative Ltd	\$2,307	Yarran Early Intervention Services Inc.	\$295,460
The Pittwater House Schools Ltd	\$2,189	Yass Early Childhood Centre Assoc. Inc.	\$3,461
The Rainbow Children's Centre Inc.	\$68,370	Yeoval Preschool Inc.	\$1,795
The Shepherd Centre	\$388,455	Young Men's Christian Assoc. of Sydney	\$7,600
The SOS Preschool Ltd	\$26,512	Total	\$13,277,013
The STaR Inclusive Early Childhood Assoc. Inc.	\$62,464		
The Tamworth Christian Education Assoc. Ltd	\$3,000		
The Toybox Centre Inc.	\$81,023		
The Uniting Church in Australia Property Trust (NSW) for UnitingCare NSW.ACT	\$176,945		

Minister for Aboriginal Affairs Discretionary Grants

Supporting events and activities identified by regional staff and consistent with NSW Government policy and Aboriginal Affairs strategic directions

Gadigal Information Service - Yabun 2012 Festival	\$20,000
Tamworth Local Aboriginal Land Council - Lighting the Fire	\$30,000
The Charlie Perkins Trust - Les Kennedy Awards 2012	\$10,000
Vibe Australia - The Deadly Awards 2012	\$10,000
Total	\$70,000

Minister for Sport and Recreation Discretionary Fund

Enabling the Minister to make grants consistent with the core business of Sport and Recreation.

Associated Media Group	\$6,000
Cricket NSW (Sydney Sixers)	\$25,000
Lighthouse Sport And Recreation Ministry	\$2,500
NSW Sports Federation	\$1,000
Oatley RSL Soccer	\$2,000
Outback Rugby League	\$2,000
Riding For The Disabled Manning Great Lakes	\$1,000
Rotary Club Of Gladesville	\$5,000
Sailability NSW - Belmont Branch	\$2,150
Southern Shoalhaven District Darts Assoc.	\$500
Special Olympics	\$20,000
Special Olympics	\$8,939
Special Olympics Mid North Coast	\$1,000
Wheelchair Sports	\$4,000
Total	\$81,089

Miscellaneous Education Grants

Supporting non-government organisations making outstanding contributions to educational outcomes in NSW

Aboriginal Hostels Ltd	\$42,182
Access Group Training Ltd	\$18,767
Active Industry Training Ltd	\$41,079
Applied Training Solutions Pty Ltd	\$43,532
Ash Pty Ltd	\$7,839
Austrain Academy Pty Ltd	\$35,280
Australasian Education & Training Services Pty Ltd	\$59,907
Australian College of Commerce and Management Pty Ltd	\$14,701
Australian College of Professionals Pty Ltd	\$53,514
Australian Forensic Services Pty Ltd	\$12,012
Australian Institute of Management NSW & ACT Training Centre Ltd	\$122,657
Australian Institute of Financial Services & Accounting Pty Ltd	\$4,272
Australian Institute of Refrigeration, Airconditioning and Heating Inc.	\$13,068
B Online Learning Pty Ltd	\$48,653
Bannister Technical Pty Ltd	\$44,953
BBT Training Australia Pty Ltd	\$256,365
Bega Valley Advocates for Timor Leste	\$5,428

Bell Shakespeare Company	\$80,000
Benchmark Resources Pty Ltd	\$22,295
Brucemac Pty Ltd	\$25,900
Business Enterprise Centre Northside Ltd	\$34,492
Byron Region Community College Inc.	\$115,499
Carbon Training International Pty Ltd	\$1,013,389
Central West Group Apprentices Ltd	\$30,975
Cerebral Palsy Alliance	\$44,976
Clontarf Foundation	\$828,000
Coates Hospitality Services Pty Ltd	\$18,754
Comet Training Pty Ltd	\$48,508
Communicare Inc.	\$10,108
Cooperative for Aborigines Ltd	\$177,837
Corporate Culcha	\$42,000
CTPM Australasia Pty Ltd	\$7,722
Eagle Wing Education and Training Pty Ltd	\$199,306
Enterprise & Training Company Ltd	\$20,421
Essential Personnel Assoc. Inc.	\$12,197
Five Star Training Pty Ltd	\$57,861
Forsythes IT & Training Pty Ltd	\$8,670
Grafton Community College Inc.	\$36,691
Green Skills Institute (Australia) Pty Ltd	\$18,090
Hammond Institute Pty Ltd	\$50,267
Hume Learning Institute Pty Ltd	\$8,899
IDH Bricklaying Pty Ltd	\$114,463
Impact Training Institute Pty Ltd	\$64,574
Impact Training Pty Ltd	\$825
Indigenous Training Solutions	\$39,133
ISA Kiama Pty Ltd	\$30,822
J2S Training Solutions Pty Ltd	\$12,623
Joblink Plus Ltd	\$27,734
Kreate Pty Ltd	\$77,982
Learning Lab Pty Ltd	\$8,782
Learning Sphere Training Solutions Pty Ltd	\$57,428
Lennox Institute Pty Ltd	\$307,686
Lexon Industries Pty Ltd	\$57,623
Macarthur Group Training Ltd	\$133,705
Macquarie Employment Training Service Inc.	\$20,400
Marrickville Community Training Centre Inc.	\$17,969
Master Builders Association of NSW Pty Ltd	\$21,624
Metro Screen Ltd	\$5,292
Mobile Plant Operator Training Services	\$9,504
Musica Viva Australia	\$16,364
National College Australia Pty Ltd	\$11,749
NECA Training Ltd	\$93,630
NORTEC Employment & Training Ltd	\$6,098
Northern Beaches Community College Inc.	\$12,240
NSW Aboriginal Education Consultative Group Inc.	\$1,000,000
NSW Community Services & Health Industry Training Advisory Body Inc.	\$10,000
NSW Fishing Industry Training Committee Ltd	\$35,788

On Time Resources Pty Ltd	\$7,841
Penrith Skills for Jobs Ltd	\$87,599
Professional Teachers Council NSW	\$308,178
Professional Training Services Australia	\$20,761
Proteen for Teens Inc.	\$39,480
Returned & Services League of Australia	\$10,000
Riverina Community College Ltd	\$36,817
SASSPA (NSW) Inc.	\$25,733
SMR Learning Services Pty Ltd	\$40,219
Southern Training Organisation Pty Ltd	\$42,728
St George & Sutherland Community College Inc.	\$18,714
Statewide Business Training Pty Ltd	\$139,440
Stewart House	\$210,740
Subway Development of NSW & ACT Pty Ltd	\$9,180
Sureway Skills Training Pty Ltd	\$62,559
The Flying Fruit Fly Circus	\$60,000
The Foundation for Public Education in NSW Ltd	\$180,000
The Illawarra ITEC Ltd	\$16,628
The Trustee for the Salvation Army (NSW) Property Trust	\$8,716
Transport And Logistics Industry Skills Council Ltd	\$7,500
Transport Industries Skills Centre Inc.	\$29,112
Tursa Employment & Training Inc.	\$34,067
Uniting Church in Australia Property Trust (NSW)	\$82,812
UPC Pty Ltd	\$37,809
Verto Ltd	\$10,980
Waverley Action for Youth Services Inc.	\$74,670
Workers Educational Assoc.	\$1,445
Worksmart Global Pty Ltd	\$24,500
YWCA NSW	\$33,852
Total	\$7,593,182

National Partnerships

Partnership between the Commonwealth and states in the areas of literacy and numeracy, low socio-economic status (SES) school communities and improving teacher quality.

Association of Independent Schools	\$9,073,850
Catholic Education Commission NSW	\$20,550,091
The Exodus Foundation	\$600,000
Total	\$30,223,941

National School Drug Education Grants

Supporting drug and alcohol prevention programs

Association of Independent Schools	\$89,496
Catholic Education Commission NSW	\$388,682
Ted Noffs Foundation Inc.	\$314,897
Total	\$793,075

Partnership Community Working Party Program support

Community Working Party (CWP) support

Albury City Council - Albury Community Working Party	\$3,000
Brewarrina Business Centre on behalf of Walgett, Weilmoringle, Wentworth/Dareton, Wilcannia, Menindee, Lightning Ridge, Ivanhoe, Gulargambone, Goodooga, Enngonia, Bourke, Brewarrina, Broken Hill, Cobar, Collarenebri, Coonamble communities	\$48,000
Brewarrina Business Centre - Youth Forum Western NSW	\$14,000
Central West Community College - Central West Community Working Party	\$3,000
Dubbo City Council - Dubbo Community Working Party	\$3,000
Healthy Cities Illawarra - Illawarra Community Working Party	\$3,000
Illawarra Aboriginal Corporation (part-funded by Department of Premier and Cabinet)	\$8,000
Maari Ma Health Aboriginal Corporation on behalf of Wilcannia Community Working Party	\$50,000
Merrimans Local Aboriginal Land Council - Wallaga Lake Community Working Party	\$3,000
Miimi Mothers Aboriginal Corporation - North East Community Working Parties	\$9,000
Moree Plains Shire Council on behalf of Toomelah/Boggabilla	\$10,000
Orange Aboriginal Medical Service - Orange Community Working Party	\$3,000
Tharawal Local Aboriginal Land Council - Inaugural Indigenous Youth Forum	\$600
Wellington Council - Wellington Community Working Party	\$3,000
Yarkuwa Indigenous Knowledge Centre - Balranald Community Working Party	\$3,000
Total	\$163,600

Productivity Places Program Grants

Providing training designed to up-skill industry sectors and the existing workforce and is also aimed at supporting job seekers in developing the necessary skills to gain initial employment.

A H F B Pty Ltd	\$176,250	Back to Basics Business Training Pty Ltd	\$98,378
Aboriginal Health and Medical Research Council of NSW	\$17,340	Bankstown Community College Inc.	\$95,808
Above & Below Adventure Company Pty Ltd	\$69,195	Bannister Technical Pty Ltd	\$23,275
Academy of Training Pty Ltd	\$324,410	Barrington Training Services Pty Ltd	\$52,709
Academy of Vocational Education Pty Ltd	\$346,500	BBT Training Australia Pty Ltd	\$9,185
Access Community Group Ltd	\$91,385	BCA National Training Group Pty Ltd	\$1,851,189
Access Group Training Ltd	\$98,546	Beck Group Pty Ltd	\$102,735
Access Training Institute Pty Ltd	\$269,912	Beeken Pty Ltd	\$102,854
ACE North Coast Inc.	\$452,477	Benchmark Resources Pty Ltd	\$2,129,946
Acte Pty Ltd	\$10,375	Blended Learning International Pty Ltd	\$33,264
Active Career College Pty Ltd	\$248,850	Blue Visions Management Pty Ltd	\$294,743
Active Industry Training Ltd	\$391,388	Booroongen Djugun Aboriginal Corporation	\$66,840
Advanced Education Australia Pty Ltd	\$287,096	Break Thru People Solutions	\$12,989
All Business Learning End-Solutions Pty Ltd	\$250	Bridgeworks Personnel Ltd	\$890,957
Allegiance Investigations & Security Services Pty Ltd	\$8,291	Brucemac Pty Ltd	\$229,964
Allied Educational Services Pty Ltd	\$76,303	BSA Ltd	\$146,864
Alstonville Adult Learning Assoc.	\$14,984	Business Enterprise Centre Northside Ltd	\$89,915
Ambulance Service of NSW	\$502,437	Business Success Group Pty Ltd	\$467,324
Apex Training Solutions Pty Ltd	\$281,318	Byron Region Community College Inc.	\$193,370
Applied Training Solutions Pty Ltd	\$274,678	Camden Haven Community College Inc.	\$17,329
ASH Pty Ltd	\$141,516	Capital Careers Pty Ltd	\$48,087
Association of Childrens Welfare Agencies Inc.	\$272,872	Carbon Training International Pty Ltd	\$20,930
Astute Training Pty Ltd	\$895,152	Careers Australia Institute of Training Pty Ltd	\$2,250
Atkinson Training & Development Pty Ltd	\$73,999	Central Coast Community College	\$653,900
Aurora Training & Professional Services Pty Ltd	\$315,879	Central West Group Apprentices Ltd	\$96,250
Austrain Academy Pty Ltd	\$127,360	Century Group Pty Ltd	\$10,000
Austraining (NSW) Pty Ltd	\$1,779,269	Cerebral Palsy Alliance	\$71,393
Australasian Education & Training Services Pty Ltd	\$679,656	Charles Sturt Services Pty Ltd	\$323,812
Australian Airline Pilot Academy Pty Ltd	\$204,985	CMA Training Group Pty Ltd	\$180,477
Australian College of Applied Psychology Pty Ltd	\$7,875	Coates Hospitality Services Pty Ltd	\$583,180
Australian College of Commerce and Management Pty Ltd	\$742,602	Cobra Contracting Pty Ltd	\$17,850
Australian College of Management Pty Ltd	\$421,875	Coffs Coast Community College Inc.	\$14,355
Australian College of Professionals Pty Ltd	\$90,950	Communicare Inc.	\$34,232
Australian College of Project Management Pty Ltd	\$8,527	Community Child Care Cooperative Ltd (NSW)	\$151,099
Australian College of Training Pty Ltd	\$1,500	Community College-Northern Inland Inc.	\$49,827
Australian Concert and Entertainment	\$54,122	Contour Systems Pty Ltd	\$104,588
Australian Drilling Industry Training Committee Ltd	\$180,500	Corporate Excellence Group Pty Ltd	\$63,000
Australian Education & Training Solutions Pty Ltd	\$211,680	Corporate Partners Pty Ltd	\$15,912
Australian Employment & Training Solutions Pty Ltd	\$79,147	Cossetini Narelle May	\$14,586
Australian Forensic Services Pty Ltd	\$9,022	Cottonsoft Software Pty Ltd	\$3,430
Australian Institute of Management NSW & ACT Training Centre Ltd	\$3,870,238	Customer Focus Group Training Co of NSW Pty Ltd	\$307,125
Australian Institute of Financial Services & Accounting Pty Ltd	\$1,404,376	DeFaye Training & Consultancy Pty Ltd	\$2,788
Australian Public Service Commission	\$121,500	Directions (Australia) Pty Ltd	\$73,527
Australian Red Cross Society	\$89,700	Donna Mere Morrell-Pullin	\$254,499
Australian Retailers Assoc.	\$401,974	Eagle Wing Education and Training Pty Ltd	\$14,252
Auswide Projects Ltd	\$1,913,057	EIM Training Pty Ltd	\$5,975
		Employment & Training Australia Inc.	\$512,102
		Endeavour Industries Ltd	\$1,573
		Enterprise & Training Company Ltd	\$1,267,877
		Equalis Pty Ltd	\$83,732
		Essential Personnel Assoc. Inc.	\$180,960

Esset Group Pty Ltd	\$97,380	Learning Sphere Training Solutions Pty Ltd	\$97,240
Eurobodalla Adult Education Centre Inc.	\$243,662	Lennox Institute Pty Ltd	\$213,922
Farm Gate Training & Consulting Pty Ltd	\$161,860	Lexon Industries Pty Ltd	\$433,671
First Impressions Resources Pty Ltd	\$913	Lianrick Pty Ltd	\$828,688
Five Star Training Pty Ltd	\$56,456	Linked Training Group	\$298,300
Forsythes IT & Training Pty Ltd	\$337,065	Lisa Nguyen Nail, Beauty & Tattoo Pty Ltd	\$72,879
Futurestaff Pty Ltd	\$50,368	Logic Entity Australia Pty Ltd	\$288,107
Glen Charles Knight	\$63,648	Macarthur Community College Inc.	\$210,765
Global Training Institute Pty Ltd	\$246,510	Macarthur Group Training Ltd	\$39,150
Group314 Pty Ltd	\$134,302	Macquarie Community College	\$959,267
Guyra Adult Learning Assoc. Inc.	\$48,377	Macquarie Employment Training Service Inc.	\$66,253
H&H Accredited Training Australasia Inc.	\$658,147	Mai-Wel Ltd	\$844,758
Hammond Institute Pty Ltd	\$61,807	Mamre Plains Ltd	\$28,016
Hawkesbury Community College Inc.	\$30,240	Managed Corporate Outcomes Pty Ltd	\$1,092,407
Health & Safety Advisory Service Pty Ltd	\$127,440	Management Consultancy International Pty Ltd	\$1,922,516
HGT Australia Ltd	\$503,377	Marc Albert Ratcliffe	\$2,250
Hornsby Ku-Ring-Gai Community College Inc.	\$40,133	Marshall Kristen	\$57,120
Hortus Australia Pty Ltd	\$336,798	Mask Academy Pty Ltd	\$214,025
Hostec IDR Pty Ltd	\$5,040	Mask Make Up Studios Pty Ltd	\$154,455
House With No Steps	\$213,908	Master Builders Association of NSW Pty Ltd	\$1,511,782
Housing Industry Assoc. Ltd	\$222,012	Maxis Solutions Pty Ltd	\$34,717
Hume Learning Institute Pty Ltd	\$416,482	Maxwells Services Pty Ltd	\$445,550
Hunter Councils Inc.	\$312,932	MBA Group Training Ltd	\$518,764
Illawarra Area Child Care Ltd	\$452,288	MBH Management Pty Ltd	\$188,694
Impact Training Institute Pty Ltd	\$2,017,043	Meetings Industry Association of Australia Ltd	\$304,936
Impact Training Pty Ltd	\$154,410	MEGT (Australia) Ltd	\$37,098
Infront Training Pty Ltd	\$555,784	Mental Health Coordinating Council Inc.	\$1,712,915
Inner West Skills Centre Inc.	\$496,512	Mercy Health & Aged Care Inc.	\$15,790
Institute of Strategic Management Pty Ltd	\$657,153	Metro Screen Ltd	\$192,111
Integrated Care & Management Training Pty Ltd	\$34,750	MHM Australasia Pty Ltd	\$685,973
Intellitrain Pty Ltd	\$713,956	Monka Pty Ltd	\$186,692
International Child Care College Pty Ltd	\$553,591	Motor Traders Association of NSW	\$1,000
Into Training Australia Pty Ltd	\$5,750	Moving Mountains Pty Ltd	\$222,756
ISA Kiama Pty Ltd	\$812,880	Murwillumbah Adult Education Centre Inc.	\$36,200
J2S Training Solutions Pty Ltd	\$608,233	National College Australia Pty Ltd	\$861,193
JB Hunter Technology Pty Ltd	\$269,235	National Retail Assoc. Ltd	\$80,997
JCE Positive Outcomes Pty Ltd	\$118,875	National Safety Council of Australia Ltd	\$39,205
Joblink Plus Ltd	\$110,331	National Security Training Academy Pty Ltd	\$454,500
Julie Ried Management Pty Ltd	\$42,032	National Training Pty Ltd	\$95,675
Just Careers Training Pty Ltd	\$31,981	Nisha's Hair Institute Pty Ltd	\$31,185
Kiama Community College Inc.	\$306,959	NORTEC Employment & Training Ltd	\$95,864
Kirana Training Pty Ltd	\$720,681	North West Community College Inc.	\$53,978
Kogarah Rockdale Training Scheme Inc.	\$647,292	Northern Beaches Community College Inc.	\$212,822
Kreate Pty Ltd	\$658,915	Northnet Inc.	\$326,007
Lake Macquarie Small Business Centre Ltd	\$119,899	NSW Fishing Industry Training Committee Ltd	\$354,859
Laranda Pty Ltd	\$108,592	Nursing Group Pty Ltd	\$87,126
LDC Group Asia Pacific Pty Ltd	\$90,750	OCTEC Ltd	\$638,238
Leadership Management Australia Pty Ltd	\$137,430	On Time Resources Pty Ltd	\$6,353
Leadership Success Pty Ltd	\$173,221	Orca (Ocean Recreation Careers Australasia) Pty Ltd	\$15,901
Learning Lab Pty Ltd	\$1,133,972	Pegasus Management Pty Ltd	\$11,275
		Penrith Skills for Jobs Ltd	\$122,227

Pinnacle Financial Services Academy Pty Ltd	\$13,838	TSA The Training Company Pty Ltd	\$122,637
Port Macquarie Community College Inc.	\$40,717	Tuggerah Lakes Community College Inc.	\$50,240
Professional Training Services Australia	\$454,033	Tursa Employment & Training Inc.	\$270,407
Proteen for Teens Inc.	\$11,153	UNE Partnerships Pty Ltd	\$1,960,929
Quality Training Solutions Pty Ltd	\$104,624	Uniting Church in Australia Property Trust (NSW)	\$922,450
Ramsden Telecommunications Training Pty Ltd	\$28,352	UPC Pty Ltd	\$174,863
Reach for Training Pty Ltd	\$930,987	Upskilled Pty Ltd	\$201,043
Real Estate Institute of NSW Ltd	\$378,446	Verto Ltd	\$270,728
Real Estate Training Solutions Pty Ltd	\$43,155	Vocational Institute of Australia Pty Ltd	\$1,130,489
Recognition First Pty Ltd	\$581,975	Vocational Training Australia Pty Ltd	\$390,144
Regional Skills Training Pty Ltd	\$179,208	Voctec (Australia) Pty Ltd	\$50,820
Response Employment & Training Pty Ltd	\$189,450	Waverley Action for Youth Services Inc.	\$16,819
RG146 Training Australia Pty Ltd	\$48,875	Western College Inc.	\$87,312
Riverina Community College Ltd	\$179,715	Western Riverina Community College Inc.	\$31,235
Royal Rehabilitation Centre Sydney	\$92,988	Work Savvy Pty Ltd	\$8,976
RTV Consultancy Pty Ltd	\$410,283	Workers Educational Assoc.	\$861,831
Safetynet Management Solutions Pty Ltd	\$65,140	Workers Educational Assoc. - Hunter	\$214,646
Segla International Pty Ltd	\$104,155	Worktrain Pty Ltd	\$192,353
Singleton Community College Inc.	\$48,352	YWCA NSW	\$40,919
SMR Learning Services Pty Ltd	\$286,056	Total	\$80,376,820
Southern Pathology Services Pty Ltd	\$38,632	Regional Academies of Sport	
Southern Training Organisation Pty Ltd	\$7,750	Supporting the development of talented athletes and sport through the network of regional academies in NSW.	
St George & Sutherland Community College Inc.	\$343,435	Academies of Sport Inc.	\$45,000
St Patrick's Business College Ltd	\$104,803	Central Coast Academy of Sport	\$143,000
Star City Pty Ltd	\$127,050	Central Coast Academy of Sport	\$143,000
Statewide Business Training Pty Ltd	\$606,935	Hunter Academy of Sport	\$143,000
Study Group Australia Pty Ltd	\$11,900	Hunter Academy of Sport	\$143,000
Subway Development of NSW & ACT Pty Ltd	\$23,316	Illawarra Academy of Sport Inc.	\$143,000
Sutherland Shire Council	\$1,518	Illawarra Academy of Sport Inc.	\$143,000
Sydney Community College Ltd	\$134,556	North Coast Academy of Sport	\$143,000
Sydney Technical Institute Pty Ltd	\$38,934	North Coast Academy of Sport	\$143,000
Tamworth Community College Inc.	\$104,076	Northern Inland Academy of Sport	\$143,000
Taree Community College Inc.	\$132,115	Northern Inland Academy of Sport	\$143,000
Texskill Ltd	\$18,000	South East Regional Academy of Sport	\$143,000
The Association of Superannuation Funds of Australia Ltd	\$168,239	South West Sydney Academy of Sport Inc.	\$143,000
The British Institute of Homoeopathy Pty Ltd	\$187,750	South West Sydney Academy of Sport Inc.	\$143,000
The Centre for Volunteering	\$146,348	Southern Sports Academy	\$143,000
The College of Nursing	\$562,896	Southern Sports Academy	\$143,000
The Deaf Society of NSW	\$72,360	Western Region Academy of Sport	\$143,000
The Illawarra ITEC Ltd	\$569,740	Western Region Academy of Sport	\$143,000
The Parramatta College Inc.	\$26,250	Western Sydney Academy of Sport	\$143,000
The Pharmacy Guild of Australia	\$47,471	Western Sydney Academy of Sport	\$143,000
The Quality Training Company Pty Ltd	\$809,656	Total	\$2,762,000
The Salvation Army (NSW) Property Trust	\$64,299	Regional Conservatorium of Music Grants	
TLC Training Solutions Pty Ltd	\$4,869	Providing operating funding to conservatoriums which offer a comprehensive range of music-educational activities for students and community members.	
Todd Read Family Trust	\$57,330	Central Coast Conservatorium Inc.	\$330,000
Tomaree Community College Inc.	\$27,540	Clarence Valley Conservatorium Inc.	\$269,000
Traineeship Management Australia Pty Ltd	\$1,094,216		
Training Beyond 2000 Pty Ltd	\$1,046		
Transqual Pty Ltd	\$31,388		

Coffs Harbour Regional Conservatorium Inc.	\$268,000
Conservatorium Mid North Coast Inc.	\$60,000
Goulburn Regional Conservatorium Inc.	\$294,000
Gunnedah Conservatorium Inc.	\$80,000
Macquarie Conservatorium Inc.	\$289,000
Mitchell Conservatorium Inc.	\$355,000
Murray Conservatorium of Music Inc.	\$310,000
New England Conservatorium of Music Ltd	\$331,000
Northern Rivers Conservatorium Arts Centre Inc.	\$268,000
Orange Regional Conservatorium Inc.	\$310,000
Riverina Conservatorium of Music Inc.	\$330,000
South West Music Inc.	\$121,000
Tamworth Regional Conservatorium of Music Inc.	\$290,000
Upper Hunter Conservatorium of Music Inc.	\$311,000
Wollongong Conservatorium of Music Ltd	\$331,000
Young Regional School of Music Inc.	\$289,000
Total	\$4,836,000

Safety and Rescue Program

Supporting safety and rescue organisations.

Austswim Ltd	\$30,000
Austswim Ltd	\$30,000
Ministry For Police And Emergency Services	\$1,700,000
Ministry For Police And Emergency Services	\$1,700,000
Royal Life Saving Society-Head Office NSW	\$700,000
Royal Life Saving Society-Head Office NSW	\$700,000
Ski Patrol	\$30,000
Total	\$4,890,000

Skills Enhancement Program Grants

Developing training-related activities, services and resources which achieve improved job and business productivity outcomes.

ACFIPS Arts, Communications, Finance Industries and Property Services Ltd	\$60,469
Australian Seeds Authority Ltd	\$16,364
Australian Water Assoc.	\$73,545
Central West Group Apprentices Ltd	\$34,582
Coates Hospitality Services Pty Ltd	\$25,500
Construction & Property Services Industry Skills Council Ltd	\$12,500
Forestworks Ltd	\$54,545
Freedom Nutritional Products Ltd	\$5,880
Gloucester Chamber of Commerce & Industry Inc.	\$6,455
Greyhound Racing NSW	\$32,512
Mental Health Coordinating Council Inc.	\$80,000
NSW Community Services & Health Industry Training Advisory Body Inc.	\$18,099
NSW Public Sector Industry Training Advisory Body Inc.	\$75,318
Ontrack Learning Pty Ltd	\$25,500
Rural Skills Australia Rural Industry Trainee Assoc.	\$27,955
Service Industries Skills Council Ltd	\$24,307
Skills DMC Ltd	\$15,909

Youthconnections.com.au	\$9,545
Total	\$598,985

Sport and Athlete Development Program

Investing in the industry to provide increased opportunities for participation in sport and recreation.

ACHPER (NSW Branch) Inc.	\$15,000
AFL NSW/ACT	\$15,000
Athletics NSW	\$5,000
Australian Paralympic Committee	\$15,000
Confederation Of Australian Motor Sport	\$15,000
CPSARA of NSW Inc.	\$15,000
Diving NSW Inc.	\$15,000
Football NSW	\$15,000
Indoor Sports NSW Inc.	\$10,000
Judo Federation Of Australia (NSW) Inc.	\$10,000
Judo Federation Of Australia (NSW) Inc.	\$5,000
Little Athletics Assoc. Of NSW Inc.	\$15,000
Masters Swimming NSW	\$10,000
Netball NSW	\$11,640
Northern NSW Football	\$10,710
NSW Basketball Assoc. Ltd	\$3,000
NSW Basketball Assoc. Ltd	\$12,000
NSW Goalball Assoc.	\$15,000
NSW Gymnastics	\$15,000
NSW Handball Assoc.	\$4,505
NSW Rugby League Ltd	\$5,000
NSW Rugby League Ltd	\$10,000
NSW Snowsports	\$1,500
NSW Snowsports	\$2,500
NSW Snowsports	\$2,000
NSW Snowsports	\$5,000
NSW Squash Ltd	\$5,000
NSW Touch Assoc.	\$6,500
NSW Touch Assoc.	\$2,000
NSWERA	\$14,910
NSW Rapid Inc.	\$10,000
NSW Eapid Inc.	\$5,000
Pony Club Assoc. Of NSW Inc.	\$15,000
Power Football Australia (NSW) Inc.	\$13,800
Riding For The Disabled Assoc. (NSW)	\$12,100
Rowing New South Wales	\$15,000
Sailability NSW Inc.	\$11,000
Schizophrenia Fellowship Of NSW Inc.	\$12,800
Softball NSW	\$3,000
Softball NSW	\$2,000
Softball NSW	\$4,000
Special Olympics Australia (NSW)	\$15,000
Sports Medicine Australia NSW Branch Inc.	\$15,000
State Volleyball NSW	\$9,000

State Volleyball NSW	\$4,805
Surf Life Saving NSW	\$14,730
Surfing NSW Inc.	\$15,000
Swimming NSW	\$15,000
Wheelchair Sports NSW	\$15,000
Total	\$500,000

Sport and Recreation Facility Program

Developing local and regional level sport and recreation facilities and increasing the availability, standard and quality of sport and recreation facilities in NSW.

Ardlethan Recreation Reserve Trust	\$2,500
Armidale Archers Inc.	\$1,727
Artarmon Bowling & Recreation Club	\$654
Ashfield Bowling Club	\$12,500
Ballina Junior Australian Football Club Inc.	\$1,868
Balranald Shire Council	\$7,379
Bankstown City Council	\$11,250
Barnsley Football Club Inc.	\$968
Bathurst Hockey Assoc. Inc.	\$7,500
Bathurst PCYC	\$8,182
Bega Valley Shire Council	\$5,501
Bega Valley Shire Council	\$15,900
Belmont District Cricket Club	\$8,000
Belrose Terrey Hills Raiders Soccer Club	\$30,795
Belrose Terrey Hills Raiders Soccer Club	\$26,510
Bendemeer Rodeo & Campdraft Assoc. Inc.	\$5,247
Blacktown City Council	\$3,750
Blayney Shire Council	\$23,750
Blue Mountains Croquet Club	\$1,072
Bourke Tennis Club Inc.	\$7,270
Branxton Croquet Club	\$1,040
Broken Hill Netball Assoc. Inc.	\$748
Buffalo Rifle Association Of Australia Inc.	\$895
Camden Council	\$50,000
Cawongla & District Tennis & Recreation Club Inc.	\$7,000
Central Coast Table Tennis Assoc.	\$1,060
Central West Off Road Bicycle Club	\$25,000
Central West Off Road Bicycle Club	\$9,250
Cessnock City Council	\$14,196
Cessnock PCYC	\$50,000
Chatswood Golf Club Ltd	\$21,725
City Of Botany Bay	\$50,000
City Of Canada Bay Council	\$50,000
City Of Ryde	\$50,000
Clarence Valley Council	\$25,000
Coffs Harbour City Council	\$50,000
Coffs Harbour City Council	\$635
Conargo Shire Council	\$400
Concord & Ryde Sailing Club Inc.	\$1,559
Coolabah Community Progress Assoc.	\$11,523

Coolamon Amateur Swimming And Lifesaving Club Inc.	\$17,907
Coonamble Shire Council	\$13,750
Cootamundra Junior Rugby League Club Inc.	\$5,799
Cootamundra Shire Council	\$50,000
Cowra Shire Council	\$6,750
Crookwell District Tennis Assoc.	\$23,000
Crookwell Rugby League Football Club	\$16,783
Deniliquin Athletics Centre Inc.	\$18,000
Deniliquin Rams Football & Netball Club Ltd	\$38,750
Doody Park Inc.	\$15,269
Dubbo City Council	\$3,000
Eastwood Ryde Netball Assoc. Inc.	\$50,000
Education Development Assoc.	\$4,000
Engadine Heathcote Rugby Union Club	\$9,876
Eurobodalla Netball Assoc. Inc.	\$32,500
Eurobodalla Shire Council	\$12,500
Eurobodalla Shire Council	\$19,000
Eurobodalla Shire Council	\$12,500
Fairfield City Council	\$25,000
Forbes And District Soccer Club Inc.	\$7,558
Forbes Rugby Union Club Inc.	\$12,500
Forest Hills Pony Club Inc.	\$7,500
Gerringong RLFC Inc.	\$17,500
Gilgandra Basketball Assoc. Inc.	\$1,943
Gilgandra Shire Council	\$23,000
Gilgandra Shire Council	\$16,863
Glen Innes Severn Council	\$10,500
Gosford City Council	\$47,169
Gosford City Council	\$35,567
Gosford City Council	\$25,000
Gosford City Council	\$6,686
Goulburn Mulwaree Council	\$952
Greater Hume Shire Council	\$6,000
Greater Hume Shire Council	\$22,500
Gundagai Shire Council	\$10,000
Gunnedah Rugby Club	\$12,500
Gunnedah Shire Council	\$16,750
Guyra Shire Council	\$2,437
Gwawley Bay Football Club	\$16,500
Hanwood Sports Club Ltd	\$32,500
Hawkesbury Vaulting Club Inc.	\$1,500
Helensburgh Thistle Football Club	\$13,500
Hillston Bike & Skate Park	\$25,000
Holroyd City Council	\$42,500
Hornsby Shire Council	\$50,000
Hornsby Shire Council	\$50,000
Illawarra Canoe Club	\$1,142
Illawarra Cycle Club	\$5,166
Illawarra Hockey Inc.	\$50,000
Indoor 5s Futsal Inc.	\$9,000
Inverell Shire Council	\$13,500

Jindera Football Club Inc.	\$16,100	Port Macquarie-Hastings Council	\$50,000
Kandos Rylstone Netball Assoc.	\$14,734	Rand Sports Ground Committee Inc.	\$24,000
Katoomba District Little Athletics Centre Inc.	\$2,050	Randwick Botany Little Athletics Centre	\$2,500
Kellyville Soccer Club Inc.	\$21,143	Rennie Netball Club Inc.	\$19,043
Kogarah City Council	\$50,000	Richmond Valley Council	\$12,500
Kyogle Fc Inc.	\$650	Riding For The Disabled Assoc. (NSW)	\$1,800
Kyogle Rugby Union Football Club	\$7,882	Sailability NSW Inc.	\$339
Lachlan Shire Council	\$50,000	Shoalhaven City Council	\$7,500
Lake Conjola Bowling & Recreation Club	\$9,200	Shoalhaven City Council	\$50,000
Leeton Shire Council	\$24,045	Shoalhaven City Council	\$37,500
Leichhardt Council	\$34,000	Shoalhaven City Council	\$8,295
Lithgow Swimming Club	\$1,533	South Coast Futsal Club	\$2,040
Little Billabong Tennis Club	\$2,210	South Lake Macquarie Amateur Sailing Club Inc.	\$6,750
Liverpool City Council	\$2,813	Springmead Riding & Social Club Inc.	\$8,500
Lockhart Shire Council	\$50,000	Sussex Inlet RSL	\$2,750
Londonderry Pony Club Inc.	\$2,450	Sutherland Shire Junior Water Polo Assoc. Inc.	\$1,750
Macleay Netball Assoc.	\$9,500	Sydney Amateur Sailing Club	\$10,200
Manildra Golf Club	\$2,072	Tamworth Hockey Assoc. Inc.	\$21,500
Manilla Little Athletics Centre Inc.	\$913	Tamworth Netball Assoc. Inc.	\$15,000
Manly 16ft Skiff Sailing Club	\$50,000	The Razorbacks Rugby Club	\$12,266
Manly Council	\$50,000	The Vines Pony Club Inc.	\$13,000
Manly Yacht Club Inc.	\$7,360	Thornton Little Athletics Club Inc.	\$2,175
Megalong Valley Pony Club	\$7,050	Tullibigeal Football & Netball Club	\$23,375
Middle Harbour Yacht Club	\$21,500	Tumut Amateur Basketball Assoc. Inc.	\$3,337
Mid-Western Regional Council	\$20,000	Tumut Shire Council	\$50,000
Moama Echuca Border Raiders Soccer Assoc. Inc.	\$12,575	Upper Lachlan Shire Council	\$14,164
Moruya Bowling & Recreation Club Ltd	\$16,500	Uts Bats Australian Football Club	\$35,000
Mosman Council	\$20,000	Wagga Wagga City Council	\$50,000
Murwillumbah Netball Assoc. Inc.	\$50,000	Warilla-Barrack Point Surf Life Saving Club Inc.	\$1,250
Nambucca Shire Council	\$480	Wauchope Timbertown Tennis Club Inc.	\$11,903
Nambucca Shire Council	\$4,761	Wellington Netball Assoc. Incorp	\$3,028
Narooma Blue Water Dragons Inc.	\$5,258	Wellington Tennis Club Inc.	\$8,068
Narrabri Shire Council	\$50,000	Wentworth District Rowing Club Inc.	\$8,247
Narromine Little Athletics Club	\$2,063	Wests Tigers Rugby League Football Club	\$2,500
Newcastle City Council	\$15,000	Willoughby City Council	\$15,000
North Sydney Baseball Club Inc.	\$50,000	Wollondilly Netball Assoc. Incorporation	\$14,290
North Sydney Council	\$37,500	Wollongong Tennis Courts Administration Inc.	\$20,000
North Sydney Council	\$50,000	Wollongong United Football Club Inc.	\$50,000
Oberon Council	\$20,500	Wyoming Football Club	\$50,000
Ourimbah United Football Club	\$35,000	Yass Valley Council	\$50,000
Panthers Triathlon Club Inc.	\$7,528	Youth Off The Streets	\$22,575
Parramatta Auburn Netball Assoc. Inc.	\$28,875	Total	\$3,272,660
Parramatta City Council	\$2,949	Sport and Recreation Participation Program	
Parramatta City Council	\$2,949	Increasing regular and ongoing participation opportunities for people by supporting community based organisations with the capacity to provide such opportunities.	
Parramatta City Council	\$14,663	Active Outcomes Inc.	\$7,100
Parramatta City Council	\$7,838	Alstonville Ballina Community College	\$9,730
Parramatta City Council	\$2,675	Angourie Boardriders Assoc. Inc.	\$2,500
Parramatta District Rugby Union Football Club	\$50,000	Ashfield Council	\$5,600
Peak Hill Rugby League Football Club	\$3,725		
Pittwater Baseball Club Inc.	\$12,500		

Asian Women At Work Inc.	\$9,400	Gloucester Little Athletics Centre Inc.	\$1,355
Auburn Sports Club	\$8,250	Gosford City Council	\$10,000
Australian Afghan Hassanian Youth Assoc.	\$7,990	Griffith Netball Assoc.	\$7,690
Australian Red Cross	\$5,000	Gundagai Rodeo Club Inc.	\$1,000
Aweil Community Assoc. Inc. NSW	\$10,000	Gunnedah Little Athletics	\$3,250
Bankstown Sports Cycling Club Inc.	\$5,710	Gwawley Bay Football Club	\$8,000
Baradine Amateur Swimming Club	\$8,000	GyMEA Community Aid & Information Service	\$10,000
Barwon Division Of General Practice	\$10,000	HARDA (Horn Of Africa Relief And Development Agency) Of Australia	\$8,500
Batemans Bay Bushwalkers Inc.	\$2,400	Hay Junior Rugby League Club Inc.	\$8,000
Bathurst City Red Tops Soccer Club	\$5,130	Hay Shire Council	\$8,200
Baulkham Hills Shire Netball Assoc. Ltd	\$800	Highlands Community Centres Inc.	\$10,000
Baulkham Hills Shire Netball Assoc. Ltd	\$800	Hornsby Ku-Ring-Gai & Hills District Cricket Assoc.	\$5,000
Bega Tennis Club Inc.	\$3,500	Howlong Cricket Club	\$2,500
Bellambi Junior Soccer Club	\$10,000	Hunter African Communities Council	\$9,810
Berrima District Pony Club	\$6,260	Illawarra Multicultural Services	\$6,830
Blacktown City Council	\$6,900	Inner West Neighbour Aid Inc.	\$10,000
Bluefit Foundation	\$10,000	Inverell Polocrosse Club Inc.	\$4,900
Boronia Multicultural Services Inc.	\$10,000	Kari Aboriginal Resources Inc.	\$7,800
Bradman Foundation	\$10,000	Kempsey Shire Council	\$6,000
Broken Hill Swimming Club Inc.	\$10,000	Kempsey Shire Council	\$2,500
Campbelltown Youth Centre & Gym Inc.	\$10,000	Kendall Little Athletics Inc.	\$5,090
Caretakers Cottage Crisis Youth Refuge	\$1,200	Krosswerdz	\$10,000
City Of Canada Bay Council	\$2,850	Lake Albert Soccer Sporting Club Inc.	\$10,000
Claymore Neighbourhood & Youth Centres Inc.	\$10,000	Leeton Athletics Club	\$4,790
Coffs Coast Tigers Football Club	\$3,860	Lismore PCYC	\$2,500
Coffs Harbour City Council	\$2,170	Lithgow Swimming Club	\$2,350
Community Of Southern Sudanese and Other Marginalised Areas Assoc.	\$10,000	Mabaan Community In NSW	\$7,900
Conargo Shire Council	\$3,720	Macleay Netball Assoc.	\$7,000
Coniston Junior Soccer Club	\$4,620	Maitland Basketball Assoc. Inc.	\$10,000
Cooks Hill Surf Life Saving Club	\$7,000	Manly Junior Sailing Assoc. Of New South Wales Inc.	\$5,000
Coonamble Little Athletics	\$4,280	Manning River District Tennis Assoc. Inc.	\$3,260
Co-Ordination Co-Operative Ltd	\$9,700	Macquarie Area Rehabilitation Specialties Inc. (MARS)	\$4,600
Corowa Rowing Club	\$2,000	Menai Community Services	\$10,000
Dancing Hearts Studio Inc.	\$7,800	Mendooran / Merrygoen Amateur Swimming Club	\$1,770
Deadly SistaGrlz Aboriginal Corporation	\$9,000	Merriwa And District Little Athletics Centre Inc.	\$3,420
Deaf Football Australia	\$8,000	Moree Plains Shire Council	\$10,000
Deniliquin Pony Club	\$4,210	Mt Druitt Netball Assoc. Inc.	\$3,000
Deniliquin Sports Park Inc.	\$6,480	National Aboriginal Sporting Chance Academy	\$9,400
Dorrigo Swim Club	\$4,160	National Centre Of Indigenous Excellence	\$4,470
Dunghutti Sport And Recreation Indigenous Corporation	\$9,960	Nelson Bay Touch Assoc. Inc.	\$10,000
Eloura - Blue Mountains Disability Services	\$9,800	New South Wales Bodyboarding	\$6,900
Eurobodalla Shire Council	\$5,000	Newcastle & District Softball Assoc. Inc.	\$4,510
Far North Coast Hockey Inc.	\$3,840	Newcastle Hunter Dragon Boat Club Inc.	\$6,180
Ferncourt Public School P&C Assoc.	\$10,000	Northern Storm Football & Sports Club	\$2,500
Finley Amateur Swimming Club Inc.	\$7,170	Nulla Cricket Club	\$890
Finley Little Athletics	\$4,400	Oaklands Community Health & Fitness Centre Inc.	\$10,000
Football United/ University Of NSW	\$10,000	Outback Rugby League Inc.	\$7,700
Forbes Dragon Boat Club Inc.	\$5,770	Pambula Beach SLSC	\$4,400
Glebe PCYC	\$6,000	Panania East Hills RSL Youth Cricket Club	\$8,280
Glen Innes Severn Council	\$5,300	Panania RSL Youth Soccer Club	\$10,000
		Parkes Hockey Assoc. Inc.	\$4,550

Parke Little Athletics	\$2,900
Parke Shire Council	\$8,400
Parramatta City Council	\$2,850
Pitt Town Oakville Netball Club	\$1,900
Randwick City Football Club	\$5,750
Redbacks Football Club Inc.	\$850
Riding For The Disabled Assoc. (NSW)	\$7,750
Ripples Leisure Centre	\$9,540
Rooty Hill RSL Youth Baseball Club	\$2,340
Rugby Youth Foundation	\$7,600
Shoalhaven Basketball Assoc. Inc.	\$7,100
Southern Hope Community Organisation Inc.	\$9,920
Special Olympics Australia (NSW)	\$2,800
St Clair Junior Australian Football Club Inc.	\$5,660
St Ives Football	\$500
St Johns Soccer Club Auburn Inc.	\$4,720
St Michael's Softball Club	\$950
Startts	\$5,000
Startts	\$2,550
Startts	\$2,200
Stroke Recovery Assoc. Of NSW	\$500
Tamworth Basketball Assoc. Inc.	\$10,000
Tathra Mountain Bike Club (Formerly Wilderness Coast and Snowy Mountain Bike Club)	\$5,200
The Hills Community Aid And Information Service Inc.	\$4,000
The Leisure Company Integrated Recreation Inc.	\$1,580
The Razorbacks Rugby Club	\$1,140
The Royal Life Saving Society NSW Branch	\$10,000
The Trustees Of The Society Of St Vincent De Paul (NSW)	\$6,215
Tuggerah Lakes Basketball Assoc.	\$10,000
University Of Wollongong Football Club	\$1,680
Upper Hunter Shire Council	\$6,680
Wagga Brothers RLFC Inc.	\$10,000
Wagga Wagga Croquet Club Inc.	\$1,600
Walcha Council	\$4,400
Wallsend Football Club	\$5,500
Wee Waa United Football Club	\$6,420
Wellington Council	\$9,970
Windale Interagency & Community Alliance Inc.	\$5,000
Wollondilly Junior Australian Football Club	\$7,540
Woonona Junior Football Club	\$3,800
Yamanda Aboriginal Assoc. Inc.	\$1,740
Yarkuwa Indigenous Knowledge Centre	\$5,000
YMCA Of Sydney	\$5,600
YMCA Of Sydney Youth and Community Services Inc.	\$10,000
Total	\$900,000

Sport and Recreation Special Grants

Ad hoc and Treasury-funded grants paid by Sport and Recreation.

Apia Leichhardt Tigers Football Club	\$2,200,000
Australian Racing Drivers Club Ltd	\$2,000,000

Australian Racing Drivers Club Ltd	\$2,000,000
Blacktown City Council	\$368,000
Boccia NSW Inc.	\$10,000
Central Coast Football	\$1,800,000
Cricket New South Wales	\$6,000
Cricket New South Wales	\$50,000
Department Of Human Services - Housing NSW	\$40,000
Golf NSW Ltd	\$30,000
Hockey NSW	\$1,500,000
Netball NSW - Facility Grant	\$10,000,000
Netball NSW - Facility Grant	\$13,000,000
NSW Institute Of Sport	\$1,070,000
NSW Institute Of Sport	\$1,070,000
NSW Institute Of Sport	\$9,422,000
Professional Golfers Assoc. Of Australia	\$15,000
Surf Life Saving NSW Inc.	\$2,000,000
Sydney Cricket & Sports Ground Trust	\$11,244,000
Sydney Cricket & Sports Ground Trust	\$8,000,000
Sydney Cricket & Sports Ground Trust	\$6,000,000
Sydney Cricket & Sports Ground Trust	\$6,000,000
Sydney Cricket & Sports Ground Trust	\$9,000,000
Sydney Cricket & Sports Ground Trust	\$8,000,000
Sydney Cricket & Sports Ground Trust	\$9,000,000
The Bradman Museum	\$1,653,000
Total	\$105,478,000

Sport and Recreation Strategic Partnerships Program

Enabling Sport and Recreation to partner with other Government agencies and key industry stakeholders to address priority issues and capitalise on opportunities as they arise.

Australian Paralympic Committee	\$50,000
Flying Fruit Fly Circus	\$50,000
Golf NSW Ltd	\$20,000
Jack Newton Junior Golf Foundation	\$50,900
Jack Newton Junior Golf Foundation	\$50,000
Maccabi NSW Inc.	\$20,000
Professional Golfers Association Of Australia Ltd	\$10,000
Shoalhaven City Council	\$60,000
Special Olympics Australia - NSW Branch	\$250,000
Sports Medicine Australia NSW Branch Inc.	\$50,000
Sports Medicine Federation Ltd	\$29,500
Women Sport & Recreation NSW	\$20,000
Women Sport & Recreation NSW	\$30,000
Total	\$690,400

Sport Development Program

Assisting sports and peak industry bodies achieve performance outcomes detailed in their business plans.

Access Dinghy Foundation Inc.	\$10,000
ACHPER	\$10,000
AFL (NSW/Act) Commission Ltd	\$60,000
Amputee Golf Australia (NSW)	\$10,000

Archery Society Of NSW	\$5,000	NSW Flying Disc Assoc.	\$10,000
Athletics NSW	\$35,000	NSW Gliding Assoc.	\$10,000
Australian Commonwealth Games Committee NSW Branch	\$20,000	NSW Goalball	\$10,000
Australian Electric Wheelchair Hockey (NSW) Inc.	\$10,000	NSW Gridiron Football League	\$5,000
Australian Olympic Committee	\$45,000	NSW Gymnastics Assoc. Inc.	\$55,000
Australian Olympic Committee	\$45,000	NSW Handball Assoc.	\$5,000
Australian Paralympic Committee	\$30,000	NSW Hang gliding & Paragliding Assoc. Inc.	\$10,000
Australian Underwater Federation Inc.	\$10,000	NSW Ice Hockey Assoc.	\$20,000
Australian University Sport	\$10,000	NSW Ice Hockey Assoc.	\$20,000
Baseball NSW	\$55,000	NSW Ice Skating	\$10,000
Basketball NSW	\$55,000	NSW Karate Federation Inc.	\$5,000
Billiards & Snooker Assoc. Of NSW Inc.	\$5,000	NSW Lacrosse Inc.	\$5,000
Blind Cricket NSW	\$10,000	NSW Netball Assoc.	\$60,000
Blind Sporting Assoc. Of NSW	\$10,000	NSW Parachute Council Of The Australian Parachute	\$10,000
Blind Sporting Assoc. Of NSW	\$10,000	NSW Polo Assoc.	\$10,000
BMX NSW Inc.	\$15,000	NSW Rapid Inc.	\$10,000
Boccia NSW Inc.	\$10,000	NSW Rapid Inc.	\$6,200
Boxing Australia (NSW) Inc.	\$10,000	NSW Rifle Assoc.	\$15,000
Cerebral Palsy Sporting & Recreation Assoc. Of NSW	\$10,000	NSW Rugby League	\$60,000
Confederation Of Australian Motor Sport	\$25,000	NSW Rugby Union Ltd	\$60,000
Cricket New South Wales	\$60,000	NSW Snowsports	\$30,000
Croquet NSW Inc.	\$15,000	NSW Softball Assoc.	\$55,000
Cycling NSW	\$55,000	NSW Sports Federation Inc.	\$24,369
Dancesport NSW	\$10,000	NSW Sports Federation Inc.	\$120,000
Disabled Wintersport Australia	\$20,000	NSW Squash Ltd	\$55,000
Diving NSW	\$20,000	NSW Tenpin Bowling Assoc.	\$10,000
Dragon Boats NSW Inc.	\$15,000	NSW Touch Assoc.	\$55,000
Equestrian Federation Of Australia (NSW Branch)	\$48,500	NSW Water Polo Inc.	\$55,000
Field Archery Australia (NSW Branch)	\$5,000	NSW Water Ski Federation	\$30,000
Fitness Australia	\$45,000	NSW Weightlifting Assoc. Ltd	\$20,000
Football NSW Ltd	\$30,000	NSW Womens Bowling Assoc. Inc.	\$30,000
Golf NSW Ltd	\$60,000	NSW Wrestling Assoc. Inc.	\$15,000
Hockey NSW	\$55,000	Orienteering Assoc. NSW	\$20,000
Ice Racing NSW Inc.	\$5,000	Outdoor Recreation Industry Council	\$55,000
Indoor Sports NSW	\$30,000	Paddle NSW Inc.	\$20,000
Judo Federation Of Australia (NSW) Inc.	\$15,000	Polocrosse Association Of NSW	\$10,000
Karting NSW Inc.	\$15,000	Power Football Australia (NSW) Inc.	\$5,000
Kung Fu Wushu NSW Inc.	\$5,000	Riding For The Disabled Assoc. (NSW)	\$20,000
Little Athletics Association Of NSW	\$35,000	Rowing New South Wales Inc.	\$55,000
Masters Swimming NSW	\$20,000	Royal NSW Bowling Assoc.	\$30,000
Motorcycling NSW Ltd	\$55,000	Sailability NSW	\$20,000
Nasr (NSW & Act) Inc.	\$15,000	Schizophrenia Fellowship Of NSW Inc.	\$10,000
Northern NSW Football	\$30,000	Skate NSW Inc.	\$15,000
NSW Amateur Pistol Assoc.	\$30,000	Special Olympics Australia - NSW Branch	\$20,000
NSW Badminton Assoc.	\$15,000	Sports Medicine Australia NSW Branch Inc.	\$45,000
NSW Bocce Federation	\$5,000	State Volleyball NSW Inc.	\$15,000
NSW Clay Target Assoc. Inc.	\$15,000	Surfing NSW Inc.	\$55,000
NSW Darts Council	\$10,000	Surfing NSW Inc.	\$55,000
NSW Endurance Riders Assoc. Inc.	\$6,500	Swimming NSW Ltd	\$40,000
NSW Fencing Assoc.	\$10,000	Table Tennis NSW Inc.	\$20,000
		Tennis NSW	\$60,000

The Pony Club Association Of NSW Inc.	\$55,000
Transplant Australia Ltd - NSW Branch	\$3,000
Transplant Australia Ltd - NSW Branch	\$10,000
Triathlon New South Wales	\$30,000
Wheelchair Rugby League Australia Inc.	\$5,000
Wheelchair Sports NSW	\$20,000
Women Sport & Recreation NSW	\$10,000
Yachting Association Of NSW	\$55,000
Total	\$2,923,569

Strategic Skills Program Grants

Providing training designed to up-skill industry sectors and the existing workforce and supporting job seekers in developing the necessary skills to gain initial employment.

AAMC Training Group Pty Ltd	\$8,536
Academy of Training Pty Ltd	\$51,833
Access Group Training Ltd	\$23,139
Access Training Institute Pty Ltd	\$2,277
ACE North Coast Inc.	\$103,948
Active Industry Training Ltd	\$57,705
Applied Training Solutions Pty Ltd	\$64,673
Ash Pty Ltd	\$11,760
Aurora Training & Professional Services Pty Ltd	\$18,003
Austraining (NSW) Pty Ltd	\$64,374
Australian College of Commerce and Management Pty Ltd	\$78,326
Australian Employment & Training Solutions Pty Ltd	\$26,808
Australian Forensic Services Pty Ltd	\$22,618
Australian Health Professional Training Solutions Pty Ltd	\$102,414
Australian Institute of Management NSW & ACT Training Centre Ltd	\$84,709
Australian Institute of Financial Services & Accounting Pty Ltd	\$1,231
Australian Red Cross Society	\$37,116
Australian Retailers Assoc.	\$20,711
Auswide Projects Ltd	\$16,095
Bankstown Community College Inc.	\$17,424
Bannister Technical Pty Ltd	\$8,689
Barrington Training Services Pty Ltd	\$23,709
BBT Training Australia Pty Ltd	\$54,928
BCA National Training Group Pty Ltd	\$21,686
Beeken Pty Ltd	\$11,979
Benchmark Resources Pty Ltd	\$58,005
Blue Visions Management Pty Ltd	\$57,375
Booroongen Djugun Aboriginal Corporation	\$14,112
Brainwave Learning Centre Pty Ltd	\$29,357
Break Thru People Solutions	\$25,565
Bridgeworks Personnel Ltd	\$33,618
Business Enterprise Centre Northside Ltd	\$54,028
Byron Region Community College Inc.	\$14,238
Camden Haven Community College Inc.	\$16,102
Canterbury-Hurlstone Park RSL Club Ltd	\$23,517
CASS Training Pty Ltd	\$4,541

Central Coast Community College	\$13,266
Central West Group Apprentices Ltd	\$89,541
Centre for Excellence in Rail Training Pty Ltd	\$11,200
Cerebral Palsy Alliance	\$123,551
Charles Sturt Services Pty Ltd	\$54,434
Cloudten Pty Ltd	\$3,600
Coates Hospitality Services Pty Ltd	\$9,520
Coffs Coast Community College Inc.	\$14,770
Comet Training Pty Ltd	\$72,394
Communicare Inc.	\$24,175
Community College-Northern Inland Inc.	\$115,991
Contour Systems Pty Ltd	\$47,515
Cooperative for Aborigines Ltd	\$319,022
CSA Training Services Inc.	\$13,250
CTPM Australasia Pty Ltd	\$91,283
DeFaye Training & Consultancy Pty Ltd	\$3,218
Dental Assistant Training Solutions Pty Ltd	\$2,600
Directions (Australia) Pty Ltd	\$6,597
Donna Mere Morrell-Pullin	\$22,834
Eagle Wing Education and Training Pty Ltd	\$58,587
Employment & Training Australia Inc.	\$267,778
Engineering Institute of Technology Pty Ltd	\$32,022
Enterprise & Training Company Ltd	\$119,153
Essential Personnel Assoc. Inc.	\$65,604
Eurobodalla Adult Education Centre Inc.	\$75,735
Five Star Training Pty Ltd	\$8,100
Forsythes IT & Training Pty Ltd	\$165,041
Grafton Community College Inc.	\$20,994
Group314 Pty Ltd	\$325,496
Guyra Adult Learning Assoc. Inc.	\$24,576
H&H Accredited Training Australasia Inc.	\$144,356
Hammond Institute Pty Ltd	\$74,541
Hawkesbury Community College Inc.	\$15,196
Health Skills Australia Pty Ltd	\$1,020
HGT Australia Ltd	\$23,873
Hornsby Ku-Ring-Gai Community College Inc.	\$3,410
House With No Steps	\$32,017
Housing Industry Assoc. Ltd	\$32,442
IDH Bricklaying Pty Ltd	\$57,247
Illawarra Area Child Care Ltd	\$98,759
Illawarra Retirement Trust	\$2,956
Impact Training Institute Pty Ltd	\$48,692
Impact Training Pty Ltd	\$25,427
Anzac ous Training Solutions	\$200,089
Inner West Skills Centre Inc.	\$160,866
Integrated Care & Management Training Pty Ltd	\$44,960
Integratedliving Australia Ltd	\$186
Intercept Group Pty Ltd	\$3,400
International Child Care College Pty Ltd	\$77,496
ISA Kiama Pty Ltd	\$46,452
J2S Training Solutions Pty Ltd	\$27,612

JB Hunter Technology Pty Ltd	\$13,920	Strategic Corporate Training Pty Ltd	\$2,859
Joblink Plus Ltd	\$154,674	Subway Development of NSW & ACT Pty Ltd	\$30,841
John Joseph Norton	\$19,046	Sureway Skills Training Pty Ltd	\$18,900
Julie Ried Management Pty Ltd	\$16,998	Sydney Community College Ltd	\$13,824
Key Employment Assoc. Inc.	\$7,362	Tamworth Community College Inc.	\$21,744
Kiama Community College Inc.	\$37,534	The College of Nursing	\$23,327
Kirana Training Pty Ltd	\$82,995	The Deaf Society of NSW	\$20,261
Kreate Pty Ltd	\$2,203	The Illawarra ITEC Ltd	\$164,533
Lake Macquarie Small Business Centre Ltd	\$337	The Pharmacy Guild of Australia	\$46,413
Leadership Management Australia Pty Ltd	\$15,476	The Quality Training Company Pty Ltd	\$39,889
Learning Lab Pty Ltd	\$164,096	The Salvation Army (NSW) Property Trust	\$266,270
Learning Sphere Training Solutions Pty Ltd	\$19,741	TLC Training Solutions Pty Ltd	\$1,948
Lennox Institute Pty Ltd	\$88,158	Tomaree Community College Inc.	\$18,873
Macarthur Group Training Ltd	\$295,571	Training Solutions	\$42,117
Macquarie Community College	\$142,340	Transformed Pty Ltd	\$42,418
Macquarie Employment Training Service Inc.	\$67,175	Transqual Pty Ltd	\$25,875
Managed Corporate Outcomes Pty Ltd	\$22,425	Tursa Employment & Training Inc.	\$44,867
Mantra Training & Development Pty Ltd	\$4,673	UNE Partnerships Pty Ltd	\$60,800
Marrickville Community Training Centre Inc.	\$100,135	Uniting Church in Australia Property Trust (NSW)	\$71,133
McElvenny Ware Pty Ltd	\$11,611	UPC Pty Ltd	\$41,820
Meetings Industry Association of Australia Ltd	\$14,625	Verto Ltd	\$138,776
MEGT (Australia) Ltd	\$519	Waverley Action for Youth Services Inc.	\$15,339
Mobile Plant Operator Training Services Pty Ltd	\$115,350	Wentworth College Pty Ltd	\$1,571
Monka Pty Ltd	\$25,181	Work Savvy Pty Ltd	\$7,176
Murwillumbah Adult Education Centre Inc.	\$33,728	Workers Educational Assoc.	\$39,206
Naisda Ltd	\$139,722	Workers Educational Assoc.-Hunter	\$39,312
National College Australia Pty Ltd	\$38,779	Workventures Ltd	\$7,520
National Food Institute Pty Ltd	\$74,971	Yarnteen College Inc.	\$44,603
National Safety Council of Australia Ltd	\$644	Yolarno Pty Ltd	\$8,640
National Training Pty Ltd	\$12,015	YWCA NSW	\$41,870
NORTEC Employment & Training Ltd	\$17,494	Total	\$8,729,586
Northern Beaches Community College Inc.	\$84,741	VET in Schools Program Grants - Other	
NSW Fishing Industry Training Committee Ltd	\$71,990	Purchasing externally delivered vocational education and training courses for secondary students.	
Nursing Group Pty Ltd	\$153,827	Association of Independent Schools	\$2,551,381
On Time Resources Pty Ltd	\$4,039	Catholic Education Commission NSW	\$911,933
Penrith Skills for Jobs Ltd	\$90,491	Total	\$3,463,314
Performis Pty Ltd	\$4,475	VET In Schools Consortium Grants	
Port Macquarie Community College Inc.	\$28,662	Consortium of Independent & Catholic schools, Board of Studies, TAFE NSW and DEC designed to raise the quality and expand the delivery of school-based vocational education.	
Professional Training Services Australia	\$63,441	Association of Independent Schools	\$1,083,501
Ramsden Telecommunications Training Pty Ltd	\$64,974	Catholic Education Commission NSW	\$1,659,478
Recognition First Pty Ltd	\$3,740	Total	\$2,742,979
Response Employment & Training Pty Ltd	\$46,465	Youth Assistance Strategies Grants	
Riverina Community College Ltd	\$223,678	Developing programs designed to prevent youth from disengaging from educational opportunities.	
Royal Rehabilitation Centre Sydney	\$23,338	Anglicare Canberra & Goulburn	\$192,317
Rutherford Technical Services Pty Ltd	\$4,768	Arab Council Australia Inc.	\$187,776
Segla International Pty Ltd	\$14,658		
Singleton Community College Inc.	\$12,863		
SMR Learning Services Pty Ltd	\$52,350		
Southern Pathology Services Pty Ltd	\$55,467		
St George & Sutherland Community College Inc.	\$55,407		

Auswide Projects Ltd	\$69,610	Workers Educational Assoc. - Hunter	\$182,629
Bellambi Neighbourhood Centre Inc.	\$70,240	Youth Connections North Coast Inc.	\$61,422
Blacktown Youth Services Assoc. Inc.	\$133,883	YWCA NSW	\$266,965
Break Thru People Solutions	\$201,917	Total	\$8,252,893
Byron Youth Service Inc.	\$116,420		
Campbell Page Ltd	\$215,645		
Centacare Diocese of Wilcannia - Forbes	\$237,793		
Cessnock District Learning Centre Inc.	\$138,734		
EACH	\$182,287		
Employment & Training Australia Inc.	\$144,313		
Enterprise & Training Company Ltd	\$66,578		
Fairfield Community Resource Centre Inc.	\$1,567		
Granville Multicultural Centre Inc.	\$128,548		
Inner West Skills Centre Inc.	\$338,588		
Khmer Community of NSW Inc.	\$88,832		
Liverpool Districts Neighbourhood Centre Inc.	\$138,309		
Macarthur Diversity Services Initiative Ltd	\$127,335		
Maitland Youth Development Unit Inc.	\$101,868		
Mamre Plains Ltd	\$136,673		
Marrickville Community Training Inc.	\$443,302		
Marrickville Youth Resource Centre Inc.	\$113,510		
Miimali Aboriginal Community Assoc. Inc.	\$68,445		
Mission Australia	\$547,308		
Multicultural Communities Council of Illawarra Inc.	\$149,164		
Murdi Paaki Regional Enterprise Corporation Ltd	\$47,172		
Narrandera Shire Council	\$94,592		
New School of Arts Neighbourhood Centre Inc.	\$97,017		
Nortec Employment & Training Ltd	\$109,144		
North St Marys Neighbourhood Centre Inc.	\$109,144		
Northern Beaches Business Education Network Inc.	\$270,625		
Northnet Inc.	\$80,039		
OCTEC Ltd	\$223,083		
Open Family Australia Inc.	\$70,702		
Penrith Skills for Jobs Ltd	\$254,670		
Police & Community Youth Clubs NSW Ltd	\$172,299		
Port Macquarie Community College Inc.	\$60,636		
Queanbeyan City Council	\$45,862		
Riverwood Community Centre Inc.	\$108,103		
Robinson Education Centre Inc.	\$42,687		
Rosemount Good Shepherd Youth & Family Services Inc.	\$58,210		
Southern Youth And Family Services Assoc. Inc.	\$67,233		
St George Youth Services Inc.	\$112,452		
The Parks Community Network Inc.	\$106,719		
The Salvation Army (NSW) Property Trust	\$464,226		
The Uniting Church in Australia Property Trust (NSW) for Wesley Mission Sydney & Wesley Employment	\$200,631		
Vietnamese Community In Australia - NSW Chapter Inc.	\$50,024		
Weave Youth Family Community Inc.	\$196,657		
Western College Inc.	\$81,859		
Western Sydney Training & Education Centre Inc.	\$180,111		
Wollongong City Council	\$97,017		

Appendix 22: Research and evaluation

This appendix provides details on the Department's research and evaluation program for 2012.

Name of research	Funding allocated	Completion date
Improving Teacher Quality National Partnership: Evaluation	\$693,400	June 2014
School external partnerships: Evaluation	\$643,225	December 2017
School staffing management and accountability initiatives: Evaluation	\$498,300	November 2014
National Partnership for Literacy and Numeracy: Evaluation	\$598,400	January 2014
Smarter Schools National Partnerships Cross-sectoral Impact Survey: Analysis of Phase One	\$312,450	April 2014
Independent Employment Adviser program: Evaluation	\$79,000	Completed
Supporting Strong and Connected Communities: Research project	\$15,000	Completed
Strengths-based and Place-based Approaches to Community Strengthening: Research project	\$15,000	Completed
Kids Excel and Youth Excel: Phase Two program evaluations.	\$120,000	April 2013.
Connecting to Country: Program evaluation.	\$292,000	April 2013.
Links to Learning Community Grants Program: Review	\$105,050	Completed
Rethinking Multiculturalism / Reassessing Multicultural Education: Investigating the practices of multicultural education through policy analysis, a survey of teachers and focus groups.	\$75,000	Term 1, 2014
Transition of refugee students from Intensive English Centres to mainstream high schools: Research on current practices and future possibilities	\$74,823	Semester 1, 2013
Staying on at School: Longitudinal survey and qualitative study of young people likely to be early leavers.	\$629,840	Completed
Microsoft Global Innovative Teaching and Learning (ITL) research project: Evaluation of current teaching practice and factors that promote the transformation of teaching practices, including the integration of information and communication technologies (ICT).	\$59,448	Completed
NSW Child Development Study. Project to identify vulnerability and resilience factors that relate to developmental functioning and school achievement.	\$1,429,099	December 2015
Aspirations: Study into educational and career aspirations in the middle years of schooling	\$379,990	December 2015
National Partnerships on Literacy and Numeracy: Eight individual program evaluations	\$203,807	Completed
Connected Classrooms Program evaluation	\$10,330 + in kind	February 2013
Dymocks Book Bank: Assessment of the impact of pilot program on student reading engagement and review the operation and management of the Book Bank in schools.	\$12,000 + in kind	February 2013
eBackpack: Evaluation of trial, released under the learning tools project within the Connected Classrooms Program (CCP)	\$30,000 + in kind	February 2013
Norta Norta: Evaluation for policy on strategies to support learning, retention and achievement of Aboriginal students in the senior years of school.	\$44,000 + in kind	February 2013
NSW CLIC Kitchen Gardens Pilot: Evaluation of different approaches to the implementation of the program.	\$20,000 + in kind	February 2013
Cultivating Capability: What Works for Gifted Aboriginal Students (Ngara Wumara project): Research to examine motivators leading students to apply for placement in opportunity classes	\$27,500	Completed
Leadership in Education for Sustainability: Investigation into the cultural change required by educational environments to embed sustainable practices	\$6,000	Completed
Workforce skills development and engagement in training through skill sets: NCVET-funded research study to clarify the role of skill sets in VET in Australia and implications for national skill sets policy	\$91,640 (ex GST)	Completed

Table 30: Research and evaluation programs (2012)

Appendix 23: Complaints and feedback

Overview of corporate complaints policy

The Department's website provides access to information for people wanting to make a complaint or provide feedback. It includes advice about how and where to make a complaint and answers questions about confidentiality, anonymous complaints and what complainants can expect after lodging a complaint. The web page provides access to the *Complaints Handling Policy Guidelines* for more detailed information and a complaints and compliments form. Links to the NSW Ombudsman and the Anti-Discrimination Board have also been included.

Public schools

Parents, students, employees, suppliers and members of the public with complaints are encouraged to contact schools in the first instance. Most complaints can be resolved quickly and informally by the teacher or the principal. Complaints covered by a particular policy or legislation (eg work health and safety law or anti-discrimination policies) are directed to the relevant area of the Department. The Department has developed a fact sheet (*Making a Complaint: A guide for parents, carers and students*) for schools to download and display. This has been translated in 37 languages and all versions are available on the website.

TAFE NSW

TAFE NSW is committed to enhancing customer service and attempts to resolve complaints and disputes informally through negotiation wherever possible. The number of formal complaints received in 2012 was 945, a 51 per cent reduction compared to the number of complaints received in 2011. In 2012, TAFE NSW and its institutes implemented a range of operational improvements in response to internal reviews and feedback from staff, students and customers including:

- improved communication about eligibility for apprenticeship courses
- changes to class timetabling to ease car parking congestion
- increased out-of-hours access to library and information services
- an increase in security patrols at TAFE NSW - North Coast Institute, Taree campus
- clearer student information on course fee refunds
- improved communication to students about the status of recognition of prior learning submissions.

Adult Migrant English Services

The NSW Adult Migrant English Service (AMES) managed four complaints and suggestions from clients. All issues raised were classified at category 1 level. AMES implemented two improvements in response to the complaints, including reviewing the telephone answer machine message for in-bound calls and greater explanation of time limits for client testing.

Type of complaint	Number of complaints		
	Received	Resolved	Carried over to 2013
Category 1			
Remedy and System Improvement: General complaints (eg delays and inefficiencies)	484	435	49
Category 2			
Negotiation – More serious complaints (eg unreasonable or unfair behaviour)	402	368	34
Category 3			
Investigation – Alleged unlawful behaviour (ie conduct alleged to be either wholly or partly corrupt or contrary to the law)	59	49	10
Total	945	852	93

Table 31: Complaints received by TAFE NSW (including Adult Migrant English Services) 2012

Appendix 24: Public access to government information

This section of the report provides information about the operation of the *Government Information (Public Access) (GIPA) Act 2009* from 1 January 2012 until 31 December 2012¹.

Accessing records held by the Department

In compliance with the *GIPA Act 2009*, the Department makes information it holds available in several ways.

The information guide is updated regularly and published on the Department's website. It describes the structure and functions of the Department, how these functions affect the public, information that is freely available and how to access other information that is available not published on the website. The Department's website also contains open-access information, as required by section 18 of the *GIPA Act 2009* and clause 5 of the *GIPA Regulation 2009*.

Details about how to apply for access to information, with links to relevant legislation and related agencies, can be found on the Department's website. Further assistance can be provided by contacting:

Manager, Information Access Unit
NSW Department of Education and Communities
Level 7, 35 Bridge Street,
Sydney NSW 2000
Telephone: (02) 9561 8100
Facsimile: (02) 9561 1157
Email: iaunit@det.nsw.edu.au

¹ Note: Appendix 24 includes data for all agencies declared to be part of the Department in Schedule 3 of the *GIPA Regulation 2009* (including the Board of Vocational Education and Training, the Stewart House Preventorium - Curl Curl, Trustees of the West Scholarship Scheme, Vocational Education and Training Accreditation Board, Vocational Training Tribunal, Combat Sports Authority and the Duke of Edinburgh Award Scheme NSW State Committee).

Proactive release of government information

The Department reviews its program for the proactive release of information annually in accordance with section 7(3) of the *GIPA Act 2009*. Information is made publically available except where there is an overriding public interest against disclosure or where doing so imposes unreasonable additional costs on the Department.

During the reporting year, three items of new information were proactively released and more than 34 existing items were updated, providing the public with the most current information on topics relating to the Department's operations.

The Department's disclosure log records information released under formal release decisions which the Department considers may be of interest to the general public. The disclosure log is published as part of the Department's agency information guide. There were 13 new matters added in 2012.

Access applications received and decided

Statistical data about completed access applications received by the Department in 2012 is provided below and complies with clause 7(d) and Schedule 2 of the *GIPA Regulation 2009*. There were 286 access applications received by the Department in 2012 (including withdrawn applications, but not invalid applications).

There were 49 access applications received in 2012 that the Department refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the *GIPA Act 2009* (information to which there is conclusive presumption of overriding public interest against disclosure). The Department refused access to information in full twice and in part 47 times, under Schedule 1. More than one reason for refusal may apply in respect of a particular access application.

Access was refused in full six times and in part 123 times, for one or more public interest reasons listed in section 14 of the *GIPA Act 2009* because, on balancing the considerations for and against release, there was an overriding balance of

public interest against disclosing the information. Again, more than one reason for refusal may apply in respect of an access application.

	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 (excluding invalid applications)	Invalid application withdrawn	Invalid never validated	Transferred to other agency	Total
Media	8	0	1	0	0	2	0	8	7	3	0	29
Members of Parliament	2	2	0	1	0	0	0	1	0	1	0	7
Private Sector business	1	1	0	0	0	1	0	1	0	1	0	5
Not for profit organisations or community groups	1	2	0	1	0	0	0	0	0	0	0	4
Members of the public (application by legal representative)	45	66	1	10	1	1	0	6	3	9	0	142
Members of the public (other)	26	65	6	10	1	5	0	7	3	3	3	129
Total	83	136	8	22	2	9	0	23	13	17	3	316

Table 32: Number of access applications¹ by type of applicant and outcome (completed & discontinued valid applications) (1 January – 31 December 2012)

1 Note: More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

	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 (excluding invalid applications)	Invalid application withdrawn	Invalid never validated	Transferred to other agency	Total
Personal information applications	64	128	3	21	1	5	0	8	6	12	0	248
Access applications (other than personal information applications)	1	8	5	1	1	4	0	15	7	5	3	68
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0	0	0

Table 33: Number of access applications¹ by type of application and outcome (1 January – 31 December 2012)

	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	70
Application is for excluded information of the agency (section 43 of the Act)	1
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	71
Invalid applications that subsequently became valid applications	46

Table 34: Invalid applications (1 January – 31 December 2012)

¹ Note: A “personal information application” is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

	Number of time consideration used ⁵⁷
Overriding secrecy laws	5
Cabinet information	1
Executive Council information	0
Contempt	1
Legal professional privilege	37
Excluded information	1
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

Table 35: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act (1 January – 31 December 2012)¹

	Number of occasions when applicant was not successful
Responsible and effective government	63
Law enforcement and security	5
Individual rights, judicial processes and natural justice	95
Business interests of agencies and other persons	6
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table 36: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act (1 January – 31 December 2012)²

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	310
Decided after 35 days (by agreement with applicant)	4
Not decided within time (deemed refusal)	2
Total	316

Table 37: Timeliness (1 January – 31 December 2012)³

1 Note: More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

2 Note: A “personal information application” is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

3 More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

	Decision varied	Decision upheld	s.93 Internal review	Others	Total
Internal review	5	6	n/a	n/a	11
Review by Information Commissioner	3	2	4	1	10
Internal review following recommendation under section 93 of Act	1	0	0	0	1
Review by ADT	2	2	0	1	5
Total	11	10	4	2	27

Table 38: Number of applications reviewed under part 5 of the Act (by type of review and outcome)¹ (1 January – 31 December 2012)

	Number of applications for review
Applications by access applicants	27
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table 39: Applications for review under Part 5 of the Act (by type of applicant) (1 January – 31 December 2012)

¹ The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Appendix 25: Privacy and personal information protection

Privacy Management Plan, policies and practices

The Department's *Privacy Management Plan* and procedures for dealing with requests for alteration and access to personal and health information held by the Department are being updated so they include the records maintained by early childhood education and care and the Office of Communities.

Staff can access information about privacy legislation and how to handle personal and health information from privacy bulletins and various policies and procedures published on the Department's intranet. Information is also disseminated by way of training and information sessions and the telephone advice service provided by officers of the legal services directorate to the entire Department.

Applications for internal review

In 2012, the Department received eight applications for internal review. Three were from current or former employees and five were lodged by parents on behalf of students or former students of a NSW public school.

Ten internal reviews, some of which were lodged in the previous year, were completed in 2012. One review concluded the Department's conduct was in contravention of the *Privacy and Personal Information Protection Act 1998*. A written apology was offered to the applicant and staff will attend training on the handling of personal and health information.

In the period 1 January to 31 December 2012, no complaints were received by the Office of Communities alleging a breach of privacy.

Requests for alteration of personal information

One request for alteration of documents under section 15 of the *Privacy and Personal Information Protection Act 1998* was actioned during the year. The applicant prepared a statement of the amendment sought which was attached to the relevant documents.

Administrative Decisions Tribunal

Three applications for review of conduct were made to the Administrative Decisions Tribunal (ADT). A decision is pending in one and two are currently before the Tribunal (as at 31 December 2012).

In April 2012, the ADT handed down a decision in *ACO v Department of Education and Training [2012] NSWADT79* (30 April 2012). The tribunal held the information in issue was not personal information within the meaning of the privacy legislation as it related to the applicant's suitability for employment. It therefore had no jurisdiction to review the conduct and ordered the application be dismissed.

Appendix 26:

Waste

The Department complies with the NSW Government's *Waste Reduction and Purchasing Policy (WRAPP)*. This policy requires all NSW Government agencies to develop and implement a WRAPP Plan to reduce waste and increase the purchase of recycled content materials in four areas:

- paper products
- office consumables (eg toner cartridges)
- vegetation and landscaping material
- construction and demolition material.

In 2011, the Department submitted its report to the (former) Department of Environment, Climate Change and Water. The Department will report 2013 WRAPP data next year in line with the biennial WRAPP reporting cycle.

WRAPP objectives are achieved through school environmental management plans and the TAFE NSW *Service Delivery Strategy*. The Department's purchasing recycled content paper memorandum recommends the purchase of paper with at least 50 per cent recycled content. In addition, the Department works closely with suppliers and stakeholders to further develop waste reduction and recycled content purchasing initiatives.

TAFE NSW environment officers develop and conduct programs with teachers, staff and students to reduce waste streams and purchase recycled materials. In addition, TAFE NSW provides environmental awareness courses for staff, as well as community training courses for teachers and school communities. Educational support is also provided through the Department's 23 environmental education centres.

The Department continues to implement its *WRAPP Management Plan* by including *Waste Reduction and Purchasing Policy* principles in operational policies and practices. The Department's *Environmental Education Policy* requires schools to develop a school environmental management plan that addresses curriculum development, management of resources and school grounds. The *Sustainable Schools Program* commenced in 2003 in partnership with the NSW Department of Environment and Climate Change and the Commonwealth Department of the Environment and Heritage.

In 2012, a number of initiatives helped to improve the Department's performance in reducing waste and improving recycling, including:

- the purchase of approximately 71,908 toner cartridges under the Department's contracts, of which more than a third were recycled. The procurement solutions directorate worked to increase awareness of the benefits of recycling toner cartridges, with the aim of increasing the current levels of cartridge recycling, particularly in schools. On average, cartridges purchased were made up of five per cent recycled content
- the purchased of 1,538,499 reams of paper from the Department's contracted suppliers, with 58 per cent of this paper made of recycled content
- the implementation of waste minimisation strategies with the NSW Department of Finance and Services, particularly in relation to capital works programs. These strategies included:
 - recycling and diversion of surplus excavated or demolition materials from land fill
 - separate collection of bulk waste types where suitable
 - monitoring of waste materials by the NSW Department of Finance and Services
 - implementation of lighting upgrade programs using funding from the Department of Environment, Climate Change and Water.

The Office of Communities enrolled in the sustainability advantage program facilitated by the Office of Environment and Heritage. The program focuses on identifying significant areas of waste and the cost of waste management. Workgroups have been set up to research and prioritise the target areas initially identified and highlight unique issues around each site. For example, the Sydney International Equestrian Centre is seeking an alternative option for stable bedding. Currently the amount of stable waste from the centre exceeds capacity for onsite and offsite recycling. Other initiatives include the sourcing of a supplier that will convert aquatic weed from the Sydney International Regatta Centre to biofuel and a supplier to recycle polystyrene packing from computers and other equipment.

Appendix 27: Sustainability

The Department of Education and Communities operates in compliance with the *NSW Government Sustainability Policy* (formerly the *Government Energy Management Policy*), which requires all budget-dependent NSW Government agencies to report on their energy consumption annually. This includes electricity, gas (natural and liquefied petroleum), petrol, diesel and other fuels such as heating oil. The Department of Finance and Services has been engaged to provide compliant sustainability reports for the Department.

In line with this policy, schools are working towards being carbon neutral by 2020. All schools purchase 6 per cent green power, which is generated by renewable methods. An increasing number of schools under the Federal Government's *National Solar Schools Program* have installed solar panels on their roofs. In addition, \$20 million has been invested in schools to retrofit old light fittings with more energy efficient ones. From 2010 to 2013, a \$5 million climate clever energy savers program will promote energy savings projects developed by school students.

The Department is second only to NSW Health in terms of the amount of energy consumed and accounts for approximately 25 per cent of all NSW Government energy consumption.

The Office of Communities is equally committed to savings in energy usage and sustained energy management principles. The Office has 18 large metering points and 18 small metering points that purchase electricity in the marketplace. These sites purchase 6 per cent of their electricity consumption from renewable sources. The Office's *Energy Management Plan* has been operating for over 10 years and sets the mechanisms, rationale and strategies to sustain reductions in energy consumption without adversely affecting the activities and management of individual facilities. The Office has completed eight energy audits and is participating in the *Sustainability Advantage* program.

	2009	2010	2011	% Change 2010 – 2011
TOTAL ENERGY CONSUMED (GIGAJOULES)				
Stationary energy total	1,917,750	1,943,715	1,884,030	-3.07%
Transport energy total	118,572	115,898	111,657	-3.66%
Total	2,036,322	2,059,613	1,995,686	-3.1%
CO₂ EMISSIONS (TONNES)				
Stationary energy total	446,528	451,359	426,178	-5.58%
Transport energy total	8,760	8,553	8,248	-3.6%
Total	455,288	459,912	434,426	-5.5%
COST				
Stationary energy total	\$68,105,554	\$78,988,646	\$84,345,211	6.78%
Transport energy total	\$3,592,221	\$3,954,190	\$3,144,513	-20.5%
Total	\$71,697,775	\$82,942,836	\$87,489,724	5.5%

Table 40: Department of Education and Communities (excluding Office of Communities) Energy consumption, CO₂ emissions and cost (1 January – 31 December 2011)

	Total energy consumed (gigajoules)	Cost	CO ₂	Emissions % change 2010 – 2011
Electricity (conventional)	23,090	\$1,116,515	6,881	-0.8%
Electricity (green power)	1,456	\$93,071	-	0.0%
Natural gas	3,593	\$47,507	243	-14.7%
LPG	7,523	\$166,070	491	-12.2%
Diesel	2,166	\$81,463	163	10.8%
Petrol	3,480	\$157,989	251	3.7%
Ethanol Blended Petrol	1,970	\$75,776	144	-7.3%
Total energy consumption	43,278	\$1,738,391	8,173	-1.9%

Table 41: Office of Communities Energy consumption, CO₂ emissions and cost (1 January – 31 December 2011)

The Department's annual energy cost and consumption for 2011 was \$89.2 million and 2 million gigajoules (GJ). Total energy consumption decreased by 3.1 per cent in 2011, but costs increased by 5.5 per cent, mainly due to increasing electricity prices.

The Department's *Energy Management Plan* sets targets and strategies to achieve goals set out in the *Government Sustainability Policy*. The Department's target for greenhouse gas emissions is 116 per cent of 2000 levels by 2010/11¹. In 2011, the total building emissions totalled 426,178 tonnes CO₂e, excluding vehicles. This is 123 per cent of 2000 levels.

	2009	2010	2011	% Change 2010 – 2011
Transport >3.5 Tonnes				
Energy consumed (GJ)	5,766	5,421	5,777	6.57%
Diesel oil (L)	149,386	140,250	149,663	6.71%
KPI (MJ/Veh)	74,887	73,263	45,488	-37.91%
No. of vehicles	n/a	n/a	70	-
Transport <3.5 Tonnes				
Energy consumed (GJ)	11,717	11,840	12,066	1.91%
Diesel oil (L)	115,514	123,834	150,945	21.89%
E-10 (Biofuel) (L)	36,908	101,759	109,779	7.88%
Gasoline (L)	133,475	76,863	55,869	-27.31%
LPG (L)	56,161	40,569	26,521	-34.63%
KPI (MJ/Veh)	59,476	35,987	23,383	-35.02%
Distance travelled	2,408,941	2,403,846	2,618,686	8.94%
No. of vehicles	n/a	n/a	180	-
Passenger vehicles				
Energy consumed (GJ)	101,089	98,636	93,814	-4.89%
Diesel oil (L)	156,315	195,489	197,150	0.85%
E-10 (Biofuel) (L)	676,824	1,344,562	1,540,991	14.61%
Gasoline (L)	1,889,378	1,226,206	958,479	-21.83%
LPG (L)	306,687	177,448	92,250	-48.01%
KPI (MJ/Veh)	43,090	23,819	14,535	-38.98%
Distance travelled (km)	30,484,454	26,594,699	28,602,953	7.55%
No. of vehicles	n/a	n/a	1780	-
Totals				
Total energy consumption (all three categories)	118,572	115,897	111,657	-3.66%
Total distance travelled (km) (passenger vehicles and transport <3.5T)	32,893,395	28,998,545	31,221,639	7.67%

Table 42: Transport energy consumption (2009 – 2011)

¹ Note: Not including Office of Communities

The Department's annual water consumption across the Sydney metropolitan area is detailed below:

	2009	2010	2011
Student enrolment	411,316	415,778	418,780
Total water consumption (kL)	3,515,983	3,649,540	3,862,012
Average water consumption per student per year (kL)	8.55	8.78	9.22

Table 43: Water consumption¹ (2009 – 2011)

The Department has implemented a number of strategies to improve its energy performance, including:

- 1,140 schools supporting energy management and reporting through the *Webgraphs* online tool
- 945 additional solar power systems installed at 885 schools through the *National Solar Schools Program* and the *Building the Education Revolution* (BER) program in 2011
- building designs delivered by the BER achieving a Green Star performance of between 4–5 stars for indoor environment quality and predicted greenhouse gas emissions
- level 2 energy audits undertaken at the majority of TAFE NSW institutes recommending energy saving projects
- a \$5 million *Climate Clever Energy Savers* program to promote energy savings projects by students and professional development for teachers
- a \$20 million program to upgrade old light fittings with more energy efficient ones leading to an estimated reduction in greenhouse gas emissions of 14 per cent, per school
- power management of computer equipment through a trial of proprietary enterprise software.

¹ Source: Sydney Water. Note: Sydney Metropolitan Area only. Does not include Office of Communities.

Future actions

The Department will be undertaking a number of initiatives to further improve its energy performance, including:

- reviewing the Department's *Energy Management Plan*, including its goals, targets and strategies
- benchmarking school energy performance through a National Australian Built Environmental Ratings Scheme (NABERS) star rating tool
- implementing energy efficiency projects in TAFE NSW institutes via treasury loan funds and other funding mechanisms
- improving the thermal comfort and building performance through roof insulation, high performance window filming, sun screens and ventilation at 11 trial schools as part of the *Thermal Comfort Pilot Project*. This project will be instrumental in providing options for a future cooling and heating policy in schools
- finalising strategy options to replace all old existing T12 rapid start light fittings with more energy efficient T5 lights.

Appendix 28: Contact details

Department of Education and Communities

The Department of Education and Communities can be contacted by phone on (02) 9561 8000.
The Department's website is at www.dec.nsw.gov.au

35 Bridge Street SYDNEY NSW 2000

22 Main Street BLACKTOWN NSW 2148

84 Crown Street WOLLONGONG NSW 2500

117 Bull Street NEWCASTLE NSW 2302

140 William Street BATHURST NSW 2795

1 Oxford Street DARLINGHURST NSW 2010

3a Smalls Road RYDE NSW 2112

Civic Tower 66-72 Rickard Road BANKSTOWN NSW 2200

Information technology directorate
Level 8, 8 Central Avenue EVELEIGH NSW 2015

Public Schools NSW

The Department has over 2,200 schools across NSW. Addresses and contact details for all public schools are available at www.schools.nsw.edu.au/schoolfind

Office	Phone	Phone	Fax
Hunter and Central Coast region	c/- Newcastle State Office 117 Bull Street NEWCASTLE NSW 2300	(02) 4924 9999	(02) 4924 9843
Illawarra and South East region	5 Rowland Avenue WEST WOLLONGONG NSW 2500	(02)4222 2929	(02) 4222 2963
New England region	Level 3, Noel Park House 155-157 Marius Street TAMWORTH NSW 2340	(02) 6755 5934	(02) 6755 5935
North Coast region	Cnr Marcia Street and Rose Avenue COFFS HARBOUR NSW 2450	(02) 6652 0505	(02) 6658 0537
Northern Sydney region	Level 2, 75 Talavera Road MACQUARIE PARK NSW 2113	(02) 9886 7000	(02) 9886 7027
Riverina region	Level 4, 76 Morgan Street WAGGA WAGGA NSW 2650	(02) 6937 3871	(02) 6921 9651
South Western Sydney region	c/- TAFE NSW – South Western Sydney Building A, 500 Chapel Road BANKSTOWN NSW 2200	(02) 9796 5446	(02) 8713 6524
Sydney region	c/- TAFE NSW – Sydney Institute Level 1, Room A1.13, Building A Mary Ann Street ULTIMO NSW 2007	(02) 9217 4877	(02) 9217 4843
Western NSW region	Level 2, 37 Carrington Avenue DUBBO NSW 2830	(02) 6883 6362	(02) 6883 6343
Western Sydney region	Block A, 2-10 O'Connell Street KINGSWOOD NSW 2747	(02) 9208 9359	(02) 9208 9300

TAFE NSW institutes

TAFE NSW addresses and contact details are available at www.tafensw.edu.au

Office	Phone
TAFE NSW – Hunter Institute	131 225
TAFE NSW – Illawarra Institute	1300 766 123
TAFE NSW – New England Institute	1800 448 176
TAFE NSW – North Coast Institute	1300 628 233
TAFE NSW – Northern Sydney Institute	131 674
TAFE NSW – Riverina Institute	1300 138 318
TAFE NSW – South Western Sydney Institute	137 974
TAFE NSW – Sydney Institute	1300 360 601
TAFE NSW – Western Institute	1300 823 393
TAFE NSW – Western Sydney Institute	131 870

State Training Services centres

Office	Address	Phone	Fax	Email
Hunter and Central Coast	State Office Block Level 1, 117 Bull Street NEWCASTLE WEST NSW 2302	(02) 4974 8570	(02) 4925 2139	hunterstc@det.nsw.edu.au
Illawarra and South Coast	Level 1, Block E State Office Block 84 Crown Street WOLLONGONG NSW 2500	(02) 4224 9300	(02) 4224 9334	illawarrastc@det.nsw.edu.au
New England	Level 2, Noel Park House 155-157 Marius Street TAMWORTH NSW 2340	(02) 6755 5099	(02) 6766 4120	newenglandstc@det.nsw.edu.au
North Coast and Mid North Coast	Suite 3, Level 4, 29 Molesworth Street LISMORE NSW 2480	(02) 6627 8400	(02) 6621 9994	ncoaststc@det.nsw.edu.au
Riverina	87 Forsyth Street WAGGA WAGGA NSW 2650	(02) 6937 7600	(02) 6921 0724	riverinastc@det.nsw.edu.au
Western NSW	Level 1, State Office Block Cnr Kite & Anson Streets ORANGE NSW 2800	(02) 6392 8500	(02) 6392 8539	westernnswstc@det.nsw.edu.au
Southern and South Western Sydney	Level 2, 41 – 45 Rickard Road BANKSTOWN NSW 2200	(02) 8707 9600	(02) 9709 5356	swsydneystc@det.nsw.edu.au
Western Sydney and Blue Mountains	Ground Floor, 16-18 Wentworth Street PARRAMATTA NSW 2150	(02) 9204 7400	(02) 9635 9775	wsydneystc@det.nsw.edu.au
Northern and Central Sydney	Level 13, 12 Help Street CHATSWOOD NSW 2067	(02) 9242 1700	(02) 9415 3979	nsydneystc@det.nsw.edu.au

NSW Training Awards

Office	Address	Phone	Fax	Email
NSW Training Awards	Level 12, 1 Oxford Street DARLINGHURST NSW 2010	1800 306 999	(02) 9244 5031	NSWTrainingAwards@ det.nsw.edu.au

Office of Communities

The Office of Communities can be contacted by phone on (02) 8233 1300, or via email at info@communities.nsw.gov.au

Office	Address	Phone	Fax
Office of Communities	Level 3, 35 Bridge St, SYDNEY NSW 2000	(02) 8233 1300	(02) 8233 1310
Sydney Olympic Park Authority	8 Australia Ave SYDNEY OLYMPIC PARK NSW 2127	(02) 9714 7300	(02) 9714 7818
Children's Guardian	Suite 1, Level 13 418A Elizabeth St SURRY HILLS NSW 2010	(02) 8219 3600	(02) 8219 3699
Commission for Children and Young People	Level 2, 407 Elizabeth St SURRY HILLS NSW 2010	(02) 9286 7276	(02) 9286 7267
Venues NSW	Level 11, 323 Castlereagh St SYDNEY NSW 2000	(02) 8762 9801	(02) 8762 9900
NSW Veterans' Affairs	Level 11, 323 Castlereagh St SYDNEY NSW 2000	(02) 8762 9800	(02) 8762 9900
Volunteering	Level 11, 323 Castlereagh St SYDNEY NSW 2000	(02) 8762 9800	(02) 8762 9900
Youth	Level 11, 323 Castlereagh St SYDNEY NSW 2000	(02) 8762 9844	(02) 8762 9900

Aboriginal Affairs

Aboriginal Affairs can be contacted by phone on (02) 9219 0700, or via email at enquires@daa.nsw.gov.au.
The website is at www.daa.nsw.gov.au

Office	Address	Phone	Fax
Head Office	Level 13, Tower B, Centennial Plaza 280 Elizabeth St SURRY HILLS NSW 2010	(02) 9219 0700	(02) 9219 0790
Broken Hill	32 Sulphide Street BROKEN HILL NSW 2880	(08) 8088 0001	
Dubbo	Level 1, 65 Church Street DUBBO NSW 2830	(02) 5852 1016	(02) 6841 3120
Lismore	Upper Ground Floor Ageing, Disability and Home Care Molesworth Street LISMORE NSW 2480	(02) 6620 1423	
Newcastle	Level 5, 26 Honeysuckle Drive NEWCASTLE NSW 2300	(02) 4924 7007	(02) 4924 7099
North-East	17 Duke Street COFFS HARBOUR NSW 2450	(02) 5622 8811	(02) 6648 5888
North-West	Unit 2, 180 Peel Street TAMWORTH NSW 2340	(02) 5712 9065	(02) 6766 6349
Queanbeyan	Level 2, 11 Farrer Place QUEANBEYAN NSW 2620	(02) 6229 7274	
Riverina	1st Floor, 2 O'Reilly Street WAGGA WAGGA NSW 2650	(02) 5942 3011	(02) 6937 3055
South East	C/- ICC Office Level 1, Corner Princes Hwy and Beach Rd BATEMANS BAY NSW 2536	(02) 4472 1823	(02) 4472 1896
Western	26 Mertin Street BOURKE NSW 2480	(02) 6872 1904	
Wollongong Hub Office	Suite 1, Terrace Level, 200 Crown Street WOLLONGONG NSW 2520	(02) 4228 6639	(02) 4226 3212
Office of the Registrar, Aboriginal Land Rights Act 1983 (NSW)	Minumurra House 13 Mansfield Street GLEBE NSW 2037	(02) 9562 6327	(02) 9562 6350

Sport and Recreation

Sport and Recreation can be contacted by phone on 13 13 02 (NSW only) or (02) 9006 3700.
The website is at www.dsr.nsw.gov.au

Office	Address	Phone	Fax
Central / head office	Sport and Recreation, Office of Communities Level 3, 6 Figtree Drive SYDNEY OLYMPIC PARK NSW 2127	13 13 02 (NSW only) (02) 9006 3700	(02) 9006 3888
Berry Sport and Recreation Centre	660 Coolangatta Road BERRY NSW 2535	(02) 4464 2258 Freecall: 1800 811 387	(02) 4464 2270
Borambola Sport and Recreation Centre and Wagga office	1980 Sturt Hwy, BORAMBOLA via WAGGA WAGGA NSW 2650	(02) 6928 4300	(02) 6928 4384
Broken Bay Sport and Recreation Centre	Co/- Post Office BROOKLYN NSW 2083	(02) 4349 0600 Freecall: 1800 644 049	(02) 4379 1201
Dubbo office	Dubbo Outreach Centre Suite 1, 167 Brisbane Street DUBBO NSW 2830	(02) 6884 6483	(02) 6884 7812
Far West Academy of Sport	Victoria Park Udora Road WARREN NSW 2824	(02) 6847 3638	(02) 6847 3651
Jindabyne Sport and Recreation Centre	207 The Barry Way JINDABYNE NSW 2627	(02) 6450 0200	(02) 6456 2917
Lake Ainsworth Sport and Recreation Centre and North Coast office	Pacific Parade LENNOX HEAD NSW 2478	(02) 6618 0400	(02) 6687 4175
Lake Burrendong Sport and Recreation Centre	Tara Road (Co/- Post Office, Mumbil) LAKE BURRENDONG NSW 2820	(02) 6846 7403 Freecall: 1800 815 892	(02) 6846 7597
Lake Keepit Sport and Recreation Centre	Fitness Camp Road (Co/- Post Office) GUNNEDAH NSW 2380	(02) 6769 7603	(02) 6769 7585
Milson Island Sport and Recreation Centre	PMB 11 BROOKLYN NSW 2083	(02) 9985 9261	(02) 9985 9360
Myuna Bay Sport and Recreation Centre	Wangi Road MYUNA BAY NSW 2264	(02) 4973 3301 Freecall: 1800 654 422	(02) 4970 5014
Newcastle office	State Government Offices 117 Bull Street NEWCASTLE West NSW 2302	(02) 4926 1633	(02) 4929 4397
Orange office	Cnr McNamara and Byng Sts ORANGE NSW 2800	(02) 6362 6623	(02) 6362 3264
Ourimbah office	Ourimbah campus, University of Newcastle Brush Road OURIMBAH NSW 2258	(02) 4362 3184	(02) 4362 2910

Point Wolstoncroft Sport and Recreation Centre	Kanangra Drive (Co/- Post Office) GWANDALAN NSW 2259	(02) 4976 1666 1800 819 244	Freecall: (02) 4976 2705
Sydney Academy of Sport and Recreation	Wakehurst Parkway NARRABEEN NSW 2101	(02) 9454 0222	(02) 9454 0133
Tamworth office	Level 1 Noel Park House 155 Marius Street TAMWORTH NSW 2340	(02) 6766 1200	(02) 6766 7459
Wollongong office	84 Crown Street WOLLONGONG NSW 2500	(02) 4228 5355	(02) 4228 5399



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