



Education &  
Communities



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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. Stuart Ayres MP  
Minister for Sport and Recreation  
Level 36, 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 2013 *NSW Department of Education and Communities Annual Report* for your presentation to the NSW Parliament.

The Annual Report provides a summary of our services, achievements and operational activities for 2013. This provides the NSW Parliament, the Government and the community with information on our performance over the past year.

It covers our services in the areas of public schools, TAFE NSW, vocational education and training, early childhood education and care, Aboriginal affairs, sport and recreation, veterans' affairs, 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 2013 and appendices as required by legislation.

Yours sincerely



Dr Michele Bruniges AM  
SECRETARY  
DEPARTMENT OF EDUCATION AND COMMUNITIES  
April 2014

# Director-General's foreword

It is my privilege to introduce the 2013 *NSW Department of Education and Communities Annual Report*.

During 2013, we continued to serve the NSW community by providing world-class education and training, and supporting vibrant and inclusive communities.

We recognise that the first five years of a child's life is critical. We are investing in preschool and early childhood education because we know that it sets children up for success at school and later in life. In 2013, participation in early childhood education and preschool programs continued to rise, and we are particularly proud of the participation rate of Aboriginal children, which continues to show strong and steady improvement.

Following the release of the *Review of NSW Government Funding for Early Childhood Education* in March 2013, the Government asked the Department to develop a new needs-based funding model for community preschools. From 2014, funding will be targeted to children most in need in the year prior to school and to disadvantaged and Aboriginal children aged three years and over.

In April 2013, the NSW and Commonwealth Governments signed the National Education Reform Agreement, which enacted school funding reforms to increase investment in education.

We understand that each student is unique. That is why we are moving from a one-size-fits-all approach to one where school leaders and teachers are empowered to deliver education in a way that best meets the needs of students in each of our 2,218 public schools. Our *Local Schools, Local Decisions* reform is progressively giving more decision-making authority to principals and school communities, with more flexibility over staff selection, procurement and maintenance. In October, the Minister for Education announced the phased implementation of a needs-based funding model to support the *Local Schools,*

*Local Decisions* reforms. From 2014, the new Resource Allocation Model will distribute funds to schools in a fairer and more transparent way so that those students who need more support will have access to it, and schools can plan around consistent funding levels into the future.

Our schools provide a strong foundation in literacy and numeracy. NSW participation rates in national testing have been consistently above the national average in all year levels since testing began in 2008. In 2013, the proportion of NSW students achieving in the top two performance bands for reading and numeracy was higher than the national average, and NSW is currently ranked first in Australia in Year 7 numeracy.

We are reforming and strengthening the teaching profession with improvements at every stage of the teacher career path under *Great Teaching, Inspired Learning*. New measures will be introduced in 2014, including scholarships, internships and cadetships, to attract the best and brightest candidates to teaching. We are working with universities to improve both the quality of initial teacher education, and the professional experience placement. From 2014, the Department will be improving the support it provides for beginning teachers in their first permanent appointment in our schools. We are ensuring that teachers are remunerated in a fair way by linking what they earn to national professional standards.

We are also investing in more professional development for teachers so their classroom practice is constantly improving.

To address the performance gap between city and country students, the NSW Government released *Rural and Remote Education: A blueprint for action* in November 2013. The blueprint will focus on quality early childhood education, attracting and retaining quality teachers in rural and remote schools, improving the quality of teaching and school leadership, curriculum access and effective partnerships and connections.

In post-school learning we are investing in the skills that are needed for the economic prosperity of NSW.

A new quality framework under *Smart and Skilled* and the 2014 *NSW Skills List* will give students the confidence that they are undertaking training in growth industries with the best employment options.

TAFE NSW is Australia's leading provider of vocational education and training (VET). It plays an important role in the NSW Government's efforts to strengthen the State's skills base by extending access to tertiary education and training and higher-level qualifications. In 2013, TAFE NSW continued to increase the level of student participation and the number of students graduating with qualifications at Australian Qualifications Framework (AQF) certificate III and advanced diploma level. TAFE NSW Higher Education also continued offering qualifications to bachelor degree level.

TAFE NSW is best placed to create opportunities for people facing barriers. In 2013, TAFE NSW increased participation for women, people with disability, rural and regional students, Aboriginal people and students from language backgrounds other than English. In August 2013, the Minister for Education released the *TAFE NSW Statement of Owner Expectations*. This outlined the Government's expectations of TAFE NSW as the backbone of the NSW training system, and providing stability during the implementation of *Smart and Skilled*. TAFE NSW is also reforming to ensure it remains efficient and relevant to people and communities in NSW.

It was a year of many achievements for the Office of Communities in delivering services that make it easier for people to have more enriching, safe and healthy lives.

The NSW Government plan for Aboriginal affairs, *OCHRE: Opportunity, choice, healing, responsibility, empowerment*, was launched in April 2013, reflecting the key recommendations of the Ministerial Taskforce on Aboriginal Affairs. The plan encompasses reforms in education, employment and service delivery and

accountability. As part of the plan, five Language and Culture Nests are being established to revitalise and maintain Aboriginal languages. Opportunity Hubs will coordinate services that support Aboriginal young people to stay on at school and transition to further study, training or jobs. Pilots are currently being developed in four locations. *The NSW Volunteering Strategy* entered its second year of implementation, with a successful trial of timebanking in the Hunter and Central Coast regions, where members earn credits for donating their time and can then spend these credits to receive services from another volunteer.

Sport is such an integral part of life in NSW, where 3.5 million adults and 500,000 children regularly participate in sport and recreation activities. The Department plays a leading role in promoting participation in physical activity through our sport and recreation centres and funding support to more than 150 community sport facilities.

Young people were given a voice in decision-making about issues that affect them, with 3,700 youth involved in planning, organising and running events for Youth Week 2013. More than 110,000 people took part in Youth Week activities.

As we look towards the 100-year anniversary of World War I, we worked closely with the Centenary of Anzac Council ambassadors to lead community engagement for the commemorative events, under the chairmanship of General Peter Cosgrove AC MC (Ret'd).

The Department's Annual Report highlights our successes in 2013, as well as the areas where we need to continue to improve. We are committed to high levels of transparency and accountability as we maintain our focus on providing the best possible education, training and services to our students and communities.

Dr Michele Bruniges AM  
SECRETARY  
DEPARTMENT 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 a world-class primary and secondary education. As our students grow to adulthood, we support their transition into vocational training and higher education.

We support the operation of some of the State's major urban stadiums and events centres, and encourage 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 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 receive 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

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.

**Quality teaching and leadership** are essential to the success of our students, and improving the literacy and numeracy skills of 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 find **new and better ways of doing business**. We will innovate and 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 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

### Preschool children

Preschools provide educational programs for children in the years before school, and are funded specifically to provide additional support for the neediest families in the community. In 2013, there were 54,849 young children enrolled in 874 preschools across the State. This included 4,433 children enrolled in 100 government preschools and an additional 684 children enrolled in 43 of our early intervention programs. We are also responsible for regulating around 5,000 of the State's long day care, outside school hours care services, family day care and other early childhood services.

### Primary and secondary students

Our public schools provide an education for students from preschool through to Year 12. In 2013, more than 756,000 students were enrolled in 2,218 public schools. This represents about two-thirds of all 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.

**Table 1:** NSW public school enrolments (2013)

Preschool students	4,433
Children in early intervention classes	684
Full-time primary students	448,759
Full-time secondary students	305,235
Full-time primary and secondary students	753,994
Full-time and part-time primary and secondary students	756,286

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*.

**Table 2:** NSW public school student profile (2013)

Female students	367,751
Male students	387,595
Aboriginal students	49,308
Students with a language background other than English	235,106
Students in the Priority School Program	146,681
Students in the Country Areas Program	24,438
Students in schools for specific purposes	5,064
Students in support classes	15,721

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 students

TAFE NSW has a large and diverse student population. In 2013, there were 570,036 student enrolments across 10 TAFE NSW institutes, with 130 campuses across the State, as well as the Open Training and Education Network (OTEN) (see table 3).

### Apprentices and trainees

The Department is responsible for the apprenticeship and traineeship system in NSW. During 2013, we supported 138,205 apprentices and trainees and over 32,000 employers.

In 2013, the Department's State Training Services approved 72,518 new training contracts and an additional 9,388 re-commencements of apprentices and trainees who had previously cancelled their training contracts. A record 61,944 apprentices and trainees successfully completed their formal training this year.

## Our communities

A diverse population of seven million people call NSW home. Around 2.4 million people (more than a third of the NSW population) have parents who were both born overseas. One in four people speak a language other than English at home. There are over 208,000 people of Aboriginal or Torres Strait Islander origin, representing just over two per cent of the NSW 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 agencies 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.

**Table 3:** TAFE NSW enrolments and student profile (2013)

Women	294,983
Students with a language background other than English	127,640
Aboriginal students	37,607
Students with disabilities	56,983
Students from regional and remote areas	226,240
15 - 19 year olds	135,116
20 - 24 year olds	100,398
Mature age students (45 years and over)	114,110

## Our ministers

In 2013, the education and training portfolios were the responsibility of the Minister for Education, the Hon. Adrian Piccoli MP. The Hon. Victor Dominello MP, Minister for Citizenship and Communities and Minister for Aboriginal Affairs, and the Hon. Gabrielle Upton MP, Minister for Sport and Recreation<sup>1</sup>, had portfolio responsibilities relating to the Department's Office of Communities.

Mr Mark Speakman MP was the Parliamentary Secretary for Tertiary Education and Skills<sup>2</sup> and supported the work of the Minister for Education. The Hon. Charlie Lynn MLC was the Parliamentary Secretary for Veterans' Affairs and supported the work of the Minister for Citizenship and Communities.

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<sup>1</sup> The Hon. Gabrielle Upton MP replaced Mr Graham Annesley as the Minister for Sport and Recreation on 30 August 2013.

<sup>2</sup> Mr Mark Speakman MP replaced the Hon. Gabrielle Upton MP as the Parliamentary Secretary for Tertiary Education and Skills on 2 September 2013

# Our organisation

The Department is one of the largest organisations in Australia. With an operating budget of over \$14.2 billion in 2013/14, the Department is responsible for around a quarter of the State's budget, and employs almost 100,000 staff across the State. The Department consists of the following six portfolios (divisions).

## Public Schools NSW

The Department's Public Schools NSW portfolio runs the public education system. With 2,218 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 an educational preschool program for children in the year before they are enrolled in Kindergarten, with a particular focus on services for disadvantaged communities. (see tables 4 and 5)

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' knowledge. The Public Schools NSW portfolio has research partnerships with a number of tertiary institutions to help inform innovative approaches to teaching and assessment.

The portfolio is also responsible for the strategic policies that ensure all students have equitable access to school. 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 (AECG), parents and citizens' associations, the Disability Council and other organisations with interests in equity and access to education.

**Table 4:** Number of NSW public schools (2013)

Number of primary schools	1,617
Number of secondary schools	398
Number of central schools	67
Number of schools for specific purposes	113
Number of environmental education centres	23
<b>Total number of schools</b>	<b>2,218</b>

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.

**Table 5:** Student-to-teacher ratios in NSW public schools (2013)

Primary student-to-teaching staff ratio	15.5
Secondary student-to-teaching staff ratio	12.3
Overall student-to-teaching staff ratio	14.0

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 NSW

TAFE NSW is Australia's leading provider of VET, enrolling over 520,000 students (see table 6). It provides access to world-class training systems that encompass the best of campus-based delivery as well as workplace, online, e-learning and other flexible alternatives to suit customer needs. This inclusive service delivery provides specialist and accessible training to support skill development, higher-level qualifications, further study and employment for people who face disadvantage.

TAFE NSW's 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. 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 Higher Education also provides opportunities for students across NSW to access higher education qualifications, including applied undergraduate degrees.

The NSW Adult Migrant English Service (NSW AMES) is a self-funded agency within the Department that delivers language, literacy and numeracy training, workplace training and related services 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, statewide 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 portfolio leads evaluations of programs, and is the source of our education statistics informing evidence-based policy-making.

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

The Office of Education 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.

**Table 6:** TAFE NSW enrolments by institute (2013)

TAFE NSW – Hunter Institute	60,303
TAFE NSW – Illawarra Institute	31,786
TAFE NSW – New England Institute	20,240
TAFE NSW – North Coast Institute	46,361
TAFE NSW – Northern Sydney Institute	47,747
TAFE NSW – Riverina Institute	28,131
TAFE NSW – South Western Sydney Institute	67,836
TAFE NSW – Sydney Institute	68,464
TAFE NSW – Western Institute	36,823
TAFE NSW – Western Sydney Institute	162,345

Source: TAFE NSW Strategy and Finance directorate. Enrolment figures for TAFE NSW – Western Sydney Institute include the Open Training and Education Network (OTEN).

## 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. The portfolio provides a range of government services with a common focus on building strong, inclusive and active communities. We do this through:

- driving the NSW Government's plan for Aboriginal affairs, *OCHRE: Opportunity, choice, healing, responsibility, empowerment*
- supporting participatory activities such as sport, recreation, local community events, volunteering and veterans' commemorative activities
- providing support to community infrastructure that encourages participation, including major sporting precincts, Sydney Olympic Park, Penrith Lakes and the Anzac Memorial Building
- fostering opportunities and partnerships with community groups and forging coalitions to help them build on their strengths
- providing opportunities for children and young people to participate in their communities, and in decisions that affect them.

## Corporate Services

Corporate Services supports the work of portfolios and the delivery of high-quality teaching in schools and TAFE NSW by ensuring a skilled, productive workforce and efficient operating environment.

The Corporate Services portfolio is responsible for:

- recruiting and placement of teachers and school administrative and support staff
- developing and negotiating industrial awards and agreements, and providing industrial relations advice
- providing legal support and advice to schools and TAFE NSW institutes
- investigating and managing employee conduct and performance issues
- managing the allocation of funds and providing financial advice across the Department
- planning and delivering capital works, maintenance and infrastructure projects across the State
- ensuring value and efficiency in purchasing, and compliance with procurement requirements
- implementing the *Learning Management and Business Reform* program to modernise the way the Department delivers support services to schools and TAFE NSW institutes
- providing information and communications technologies to students, teachers and staff
- ensuring schools, institutes and workplaces are safe environments for students, staff and visitors
- providing support to schools to protect our assets and manage security-related incidents.



## 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. It is also responsible for:

- monitoring savings, efficiency targets and related reforms to ensure the Department is meeting its budget
- strategic communications, media relations, public school promotion and community engagement
- corporate planning and performance reporting
- enterprise risk management

- audit services, including assurance, risk management, corruption prevention and related consulting services
- providing expert research on learning and development.

The Office of the Director-General also leads the *Connected Communities* strategy, which aims to establish schools as community hubs and build stronger partnerships between schools, the local community and government agencies.

# Performance report: In early childhood

## 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 and preschool programs continues to rise. In 2011, 88.9 per cent of children were enrolled in a preschool program in the year before school, up from 86.2 per cent in 2010. Preliminary data indicate further improvements in 2012 and 2013.

Participation rates for the State's most vulnerable families also increased. Children from disadvantaged backgrounds now represent almost a quarter of all children enrolled in preschool programs in NSW, with preliminary data also indicating recent increases in the participation rate for Aboriginal children.

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

The Best Start Kindergarten Assessment is an assessment of each student's literacy and numeracy ability when they start Kindergarten. In 2013, 77 per cent of school starters who participated in the assessment achieved level 1 or higher and were assessed as 'beginning at Kindergarten level' in literacy. Around 92 per cent achieved the equivalent level in numeracy.

# Our priorities: In early childhood

# High expectations, closing the gaps

## Increasing access to preschool

In March 2013, the Minister for Education announced two major initiatives to increase participation in community preschools.

The *Preschool Fee Reduction Initiative* provided \$20 million in additional funding to community preschools, as a precursor to the reform of preschool funding that will commence in January 2014. Under the initiative, almost all of the 774 community preschools that received NSW Government funding in 2013 received a funding boost. This resulted in a 23 per cent reduction in the average daily fee for families.

A \$5 million capital funding program was also introduced for rural and regional areas where children are missing out on preschool because of a lack of facilities, and where the market cannot respond effectively to demand because of local economic conditions. Preschools were eligible to apply for capital funding in 2013, with projects to commence in 2014.

## Giving young children the best start at school

The Best Start Kindergarten Assessment is designed to identify the literacy and numeracy skills that each child brings to Kindergarten. In 2013, the assessment was conducted in all NSW public schools, involving 70,394 children and over 3,700 teachers.

The Department's Planning Literacy and Numeracy (PLAN) software has been developed to enable primary school teachers to enter initial assessment data, and track the progress of students against our literacy and numeracy continuums as they move through each year of school.

The Department implemented a suite of early intervention programs to ensure all students are on track in literacy and numeracy by the end of primary school. These programs include *Language, Learning and Literacy (L3)*, *Reading Recovery*, *Count Me in Too* and *Targeted Early Numeracy (TEN)*. In 2013, the Department funded 120 full-time equivalent (FTE) positions to help classroom teachers deliver quality literacy and numeracy programs.

*The Gifted and Talented Kindergarten Resource Package* supports children achieving beyond expectations in the Best Start assessment.

# Quality teaching and leadership

## Implementing the *National Quality Framework*

The Department continued to implement the *National Quality Framework* (NQF) which came into effect in January 2012. The NQF aims to improve the quality and consistency of early childhood education and care across Australia through an integrated and uniform approach to the approval, quality assessment and compliance of services with the national legislation. It applies to around 5,000 services in NSW, including long day care centres, preschools, family day care services and outside school hours care services.

The NQF is the national benchmark used 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.

To date, the Department has rated and published over 1,700 reports for services.

In 2013, the Department completed the transition of outside school hours care services to the NQF. This involved bringing around 1,200 services into the regulatory framework. Outside school hours care services comprise almost a quarter of the early education and care services regulated under the national law.

There are approximately 180 services that are regulated under NSW legislation. These service types include occasional care, home-based care and mobile services. Although subject to NSW legislation, the requirements for these services mirror the national law in most respects.

The Department monitors compliance with legislative requirements, investigates complaints and responds to incidents if they occur. In 2013, these activities involved around 3,100 visits to service providers. We responded to over 31,700 telephone enquiries, 8,180 email enquiries and handled over 3,340 regulatory notifications from service providers.

At a time of significant change for the sector, we launched *EC EXTRA*, a user-friendly communiqué to keep service providers informed.

### **Building the knowledge and skills of early childhood educators**

The best outcomes for children can only be achieved through highly skilled and qualified staff. That is why the NQF progressively mandates new qualification requirements for early childhood educators.

In 2013, we launched early childhood teaching scholarships. Under this program, 100 scholarships worth up to \$10,000 were made available to early childhood educators to upgrade their qualification to bachelor degree-level. The first round of the program opened in mid-2013 and we awarded 32 scholarships. We then offered a second round of scholarships, with a focus on early childhood teachers working in rural, regional and remote areas of NSW. Successful applications in this second tranche will be notified in early 2014.

*The New Skills: Quality Care* training strategy, which provides subsidised training for certificate III and diploma-level qualifications in children's services, continued to support educators gain the qualifications they need under the NQF. Almost 900 full and partial qualifications were subsidised under this initiative in 2013.

In 2013, 97 per cent of preschool teachers working in the Department's preschools have completed, or are working towards, an approved qualification. Around 85 per cent of school learning support officers working in our preschools have completed, or are working towards, an approved certificate III qualification. Professional learning modules have also been developed for the Department's preschool learning communities, with 23 preschools participating in 2013.

# New and better ways of doing business

## Reforming the funding of early childhood education and care

The Minister released the landmark *Review of NSW Government Funding for Early Childhood Education* in March 2013. The review was undertaken by Professor Deborah Brennan, who recommended significant funding reforms to ensure that all children have access to early childhood education in their year before school.

In accepting Professor Brennan's recommendations, the Government tasked the Department with developing a new funding model for community preschools. In line with the principles of the review, we developed a child-focused funding model that will make \$150 million available to the community preschool sector. This is a 20 per cent increase on current funding levels, and we have directed the biggest increases to the most disadvantaged families and communities. The additional investment in community preschools is supported by Commonwealth funding provided under the *National Partnership for Universal Access to Early Childhood Education*.

From January 2014, funding will be targeted at community preschools to provide early childhood education to children in the year prior to school,

and to disadvantaged and Aboriginal children. Under the new funding model, the minimum base funding rates for four and five year olds will increase by 44 per cent, while the maximum base rate will increase by 75 per cent. We have also ensured that the base rate provided to each community preschool more closely aligns with the socio-economic circumstances of the families enrolled in the service. Additional loadings will assist services in remote and regional communities because we recognise that these preschools face higher than average operating costs.

There is additional equity funding for children from low-income families and Aboriginal children aged three and over. Community preschools enrolling these children will receive significantly increased funding regardless of service location, to support our aim of increasing participation and reducing fees for these families. Preschools enrolling children with English language needs will also receive a standard loading regardless of service location.

We recognise that the new funding model represents a major reform for community preschools. That is why the model will be implemented over a three-year period to give services time to adjust to the new arrangements.



# Performance report: At school

# Our performance targets

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

consistently higher than the national average across all year levels (Years 3, 5, 7 and 9) since testing began in 2008.

NSW participation in National Assessment Program: Literacy and Numeracy (NAPLAN) tests has been

**Figure 1:** Participation rate of NSW students in NAPLAN tests compared to the national average in 2013



Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), *NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2013*.

### Increase the proportion of NSW students achieving at or above the national minimum standard for reading and numeracy

In 2013, the proportion of NSW students achieving at or above the national minimum standard in reading was consistently higher than the national average. The proportion of Year 5 students meeting or exceeding the national minimum standard in reading

appears to have improved since 2008. There has been no overall change for Years 3, 7 and 9 over the same period.

NSW students achieved above the national standard in numeracy in Years 3, 5 and 7. However, the performance of NSW Year 9 students declined and slipped below the national average. There has been no significant change for Years 3, 5 and 7 since 2008.

**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 2013



Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), *NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2013*.

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

In 2013, the proportion of NSW students achieving in the top two performance bands for reading and numeracy was consistently higher than the national average. NSW is currently

ranked first in Australia in Year 7 numeracy, with the highest percentage of students achieving in the top two bands.

Since 2008, the proportion of NSW students achieving in the top two bands has increased for Years 3, 5 and 9 in reading and Years 5 and 9 in 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 2013



Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2013.

### Halve the gap between Aboriginal and non-Aboriginal students in reading and numeracy by 2018

There was a statistically significant increase in the proportion of Aboriginal students in Year 3 and Year 5 achieving at or above the national minimum standard for reading between 2008 and 2013. If these trends continue, NSW is on track to meet these targets in 2018.

However, over the same period, there has been a statistically significant decline in the proportion of Aboriginal students in Year 9 achieving at or above the national minimum standard for numeracy. At this rate, NSW is unlikely to meet this halve the gap target by 2018.

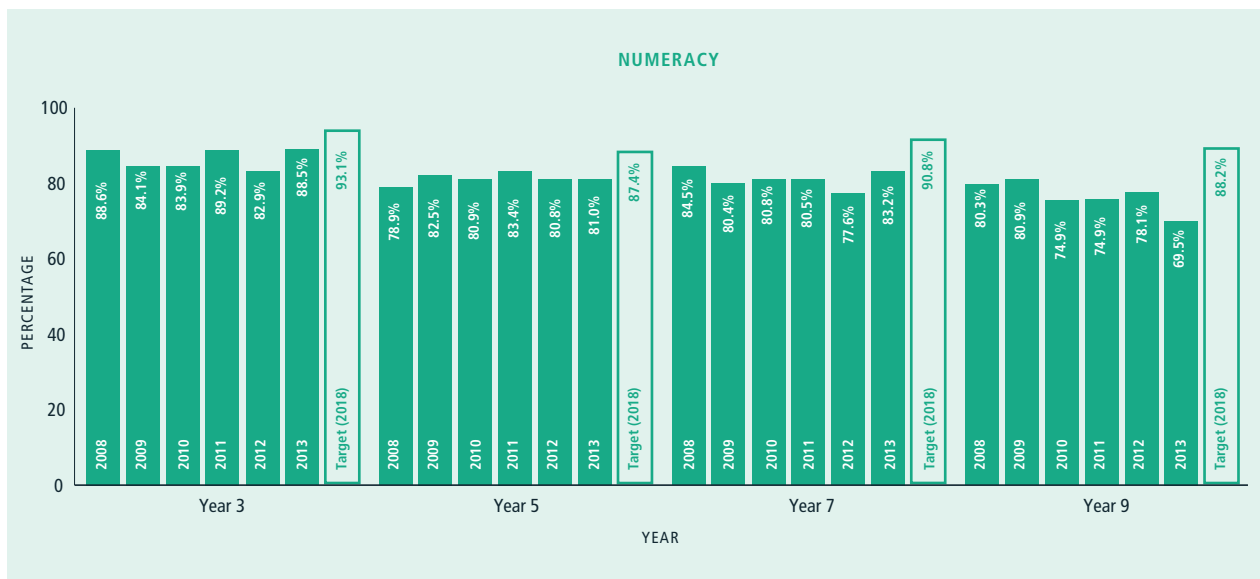
There have been no statistically significant changes between 2008 and 2013 for other testing years.

**Figure 4:** Proportion of Aboriginal students in NSW achieving at or above the national minimum standard in reading (2008-2013)



Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2013.

**Figure 5:** Proportion of Aboriginal students in NSW achieving at or above the national minimum standard in numeracy (2008-2013)



Source: Australian Curriculum, Assessment and Reporting Authority (ACARA), NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2013.

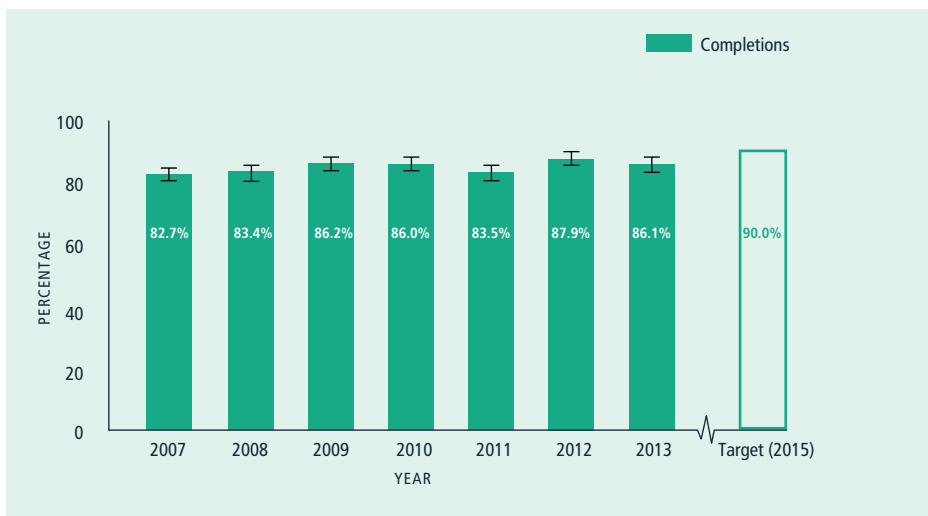
**Ensure that 90 per cent of young people have attained a Year 12 or AQF qualification at certificate II or above by 2015**

In 2013, the proportion of young people who had completed Year 12 or an Australian Qualifications Framework (AQF) qualification at certificate II or above was 86.1 per cent (see figure 6).

**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 rural and regional NSW**

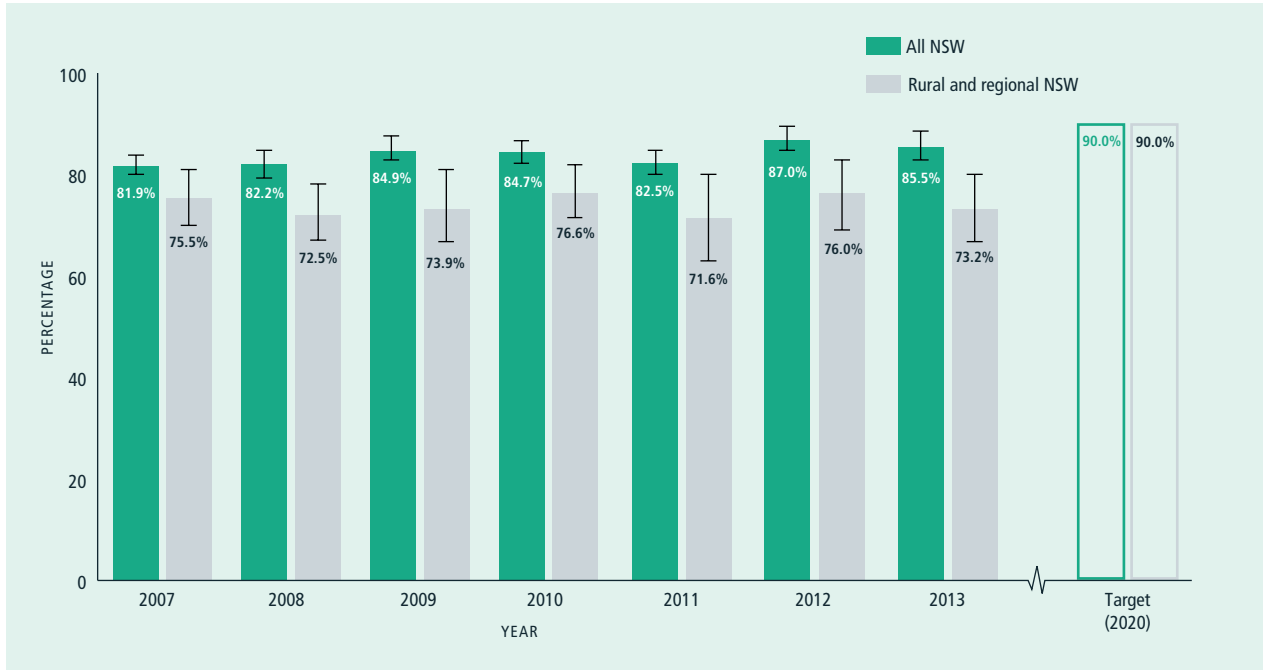
While there are fluctuations in survey data from year to year, the overall proportion of young people who had completed a Year 12 or an AQF qualification at certificate III or above continues to increase towards the target of 90 per cent by 2020 (see figure 7). However, the proportion of young people living in rural and regional NSW who had attained an equivalent qualification has not improved since 2007. A step change is required for NSW to achieve the ambitious target of a 90 per cent attainment rate by 2020.

**Figure 6:** Proportion of 20-24 year olds who have attained a Year 12 or AQF qualification at certificate II or above (2007-2013)



Source: Australian Bureau of Statistics (ABS), *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.

**Figure 7:** Proportion of 20-24 year olds who have attained a Year 12 or AQF qualification at certificate III or above (2007-2013)



Source: Australian Bureau of Statistics (ABS), *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 ABS 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.

### Improve Year 12 completion rates for students in disadvantaged areas

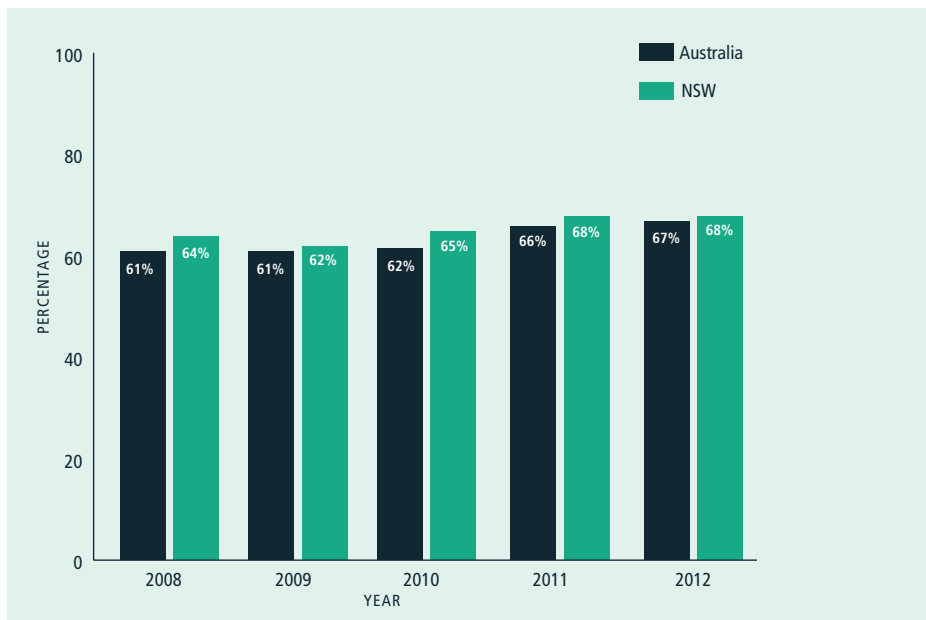
Since 2008, the proportion of NSW students living in low socio-economic areas who have completed Year 12 has increased from 64 per cent to 68 per cent. Over the same period, the national average has increased to 67 per cent (see figure 8).

### Halve the gap in Year 12 or equivalent attainment for Aboriginal students by 2020

In 2011, 55.9 per cent of young Aboriginal people had attained Year 12 or equivalent qualification. While this is an increase of over six percentage points between the 2006 and 2011 census collections, significant and sustained effort is required if we are to achieve the 2020 target of 66.8 per cent (see figure 9).

Since the school leaving age was raised to 17, school retention rates have increased for all NSW students across Years 7 to 12. The retention rate for Aboriginal students has increased from 32.2 per cent in 2008 to 45.4 per cent in 2013, while the rate for non-Aboriginal students increased from 66.2 per cent to 74.5 per cent over the same period. This translates to a gap between Aboriginal and non-Aboriginal students of 29.1 percentage points, compared to 34.0 percentage points in 2008 (see figure 10).

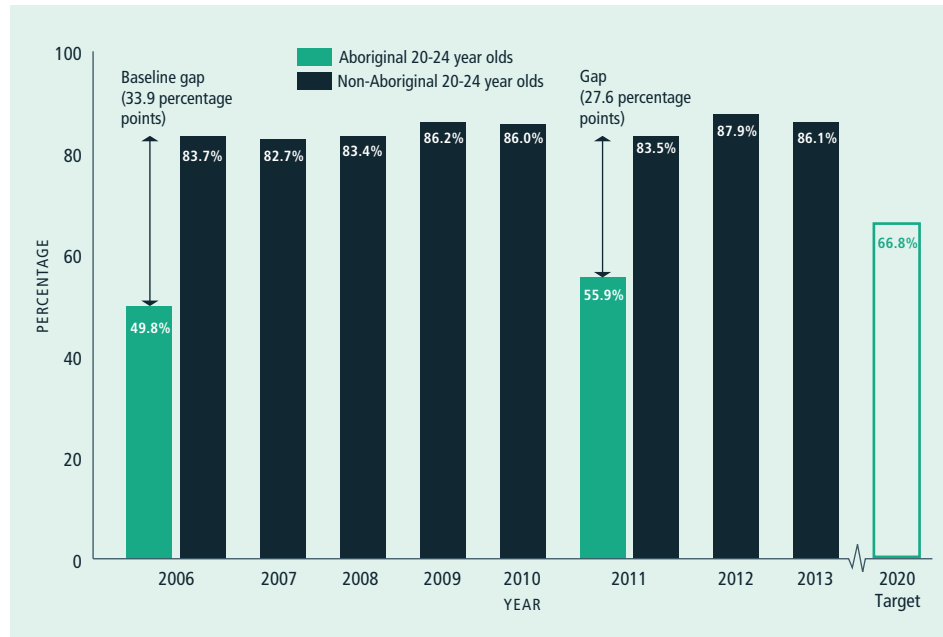
**Figure 8:** Year 12 completion rates for students living in low socio-economic areas (2008-2012)



Source: Productivity Commission, *Report on Government Services* (2014), Steering Committee for the Review of Government Service Provision.  
Note: 2013 data is not available until 2015.

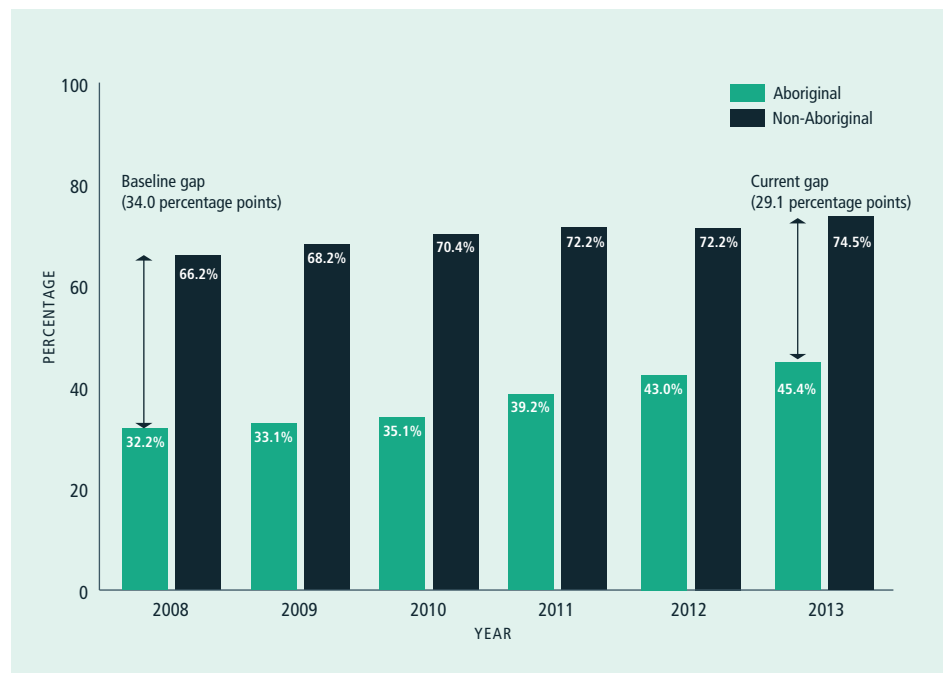


**Figure 9:** The gap in Year 12 or equivalent attainment for Aboriginal 20-24 year olds (2006-2013)



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 (ABS), as sourced from the *Report on Government Services* (Productivity Commission). All students data sourced from the annual ABS *Survey of Education and Work* (cat. no. 6227.0).

**Figure 10:** Year 7 to Year 12 apparent retention for Aboriginal and non-Aboriginal students (2008-2013)



Source: Australian Bureau of Statistics (ABS) *Schools Australia* (catalogue 4221.0). Note: Apparent retention measures the extent to which students in NSW public schools progress to their final year of schooling. The term 'apparent' is used because the measurement is based on the total number of students in each year level compared to the number in an early year, rather than by tracking the retention of individual students.

### 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. In July 2013, the Institute transitioned from the NSW professional teaching standards to the *Australian Professional Standards for Teachers*<sup>1</sup>. Accreditation requires teachers to demonstrate they have achieved the relevant teaching standards through a combination of documentary evidence, referee reports and independent observation.

In 2013, 96 public school teachers expressed interest in seeking voluntary accreditation at 'Professional Accomplishment', with 74 commencing the process with the Institute. A further 120 teachers completed a preliminary application at 'Professional Leadership', with 107 commencing the accreditation process.

Teachers have up to three years to complete their submission for accreditation. In 2013, 15 teachers achieved accreditation at 'Professional Accomplishment' and 17 at 'Professional Leadership'. Since 2008, 45 teachers have achieved accreditation at the higher levels.

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

The Department continued to work towards this target. In 2013, the Department trialled the Personalised Learning and Support Signposting Tool (PLASST) to help teachers cater for students with additional learning and support needs. More than 550 schools participated in the trial and generated more than 24,800 student learning and support profiles. This will contribute to further development of the tool.

More than 400 NSW public schools took part in the first year of the nationally consistent collection of data on school students with disability. This annual data collection is being phased in for full implementation in all Australian schools from 2015. It draws on the professional judgment of teachers about their students and the personalised adjustments being provided for students with disability.

The system we use to collect data about personalised learning and support being provided for students has been enhanced, and is due for release in 2014. This will allow us to track our progress towards this target.

<sup>1</sup> Teachers who commenced the process of accreditation at one of the higher career stages before 15 July 2013 continued to work with the NSW standards. Teachers commencing the process from July worked under the Australian standards, at the equivalent career stages of 'Highly Accomplished' and 'Lead'.

# Our priorities: At school

# High expectations, closing the gaps

## Supporting students with disability, learning and behavioural difficulties

Approximately 90,000 students enrolled in NSW public schools require additional support to overcome the barriers of disability. In 2013, more than 2,500 specialist support classes were provided with the capacity to support more than 19,500 students. We provided additional assistance for around 7,000 students in regular classes through the *Integration Funding Support Program*. A further 65,000 students were supported with specialist resources provided to every regular public school across NSW.

Initiatives under the *Every Student, Every School* strategy announced by the NSW Government in March 2012 continued to build the capacity of our schools to meet the needs of their students. In 2013, we focused on personalised learning and support for students with disability, learning and behaviour difficulties. More than 4,900 teachers and school support staff completed our specialist training.

More than 180 teachers received scholarships to complete a master's degree to improve their ability to deliver improved learning experiences and educational outcomes for students with disabilities. In 2014, a further 100 scholarships will be offered to teachers and 50 scholarships for staff working in the school counselling service. In 2013, we launched a new course to improve teachers' understanding of hearing loss, and over 450 staff completed the course. More than 20,000 teachers and support staff also completed specialist training on their obligations under the Commonwealth's *Disability Discrimination Act 1992* and *Disability Standards for Education 2005*.

Schools for specific purposes (SSPs) undertook 86 projects to develop networks with local schools to help them provide for students with disability.

## Connected Communities

*Connected Communities* is a new approach to improving educational and social outcomes for Aboriginal children and young people living in a number of complex and diverse communities in NSW. Thirteen schools started the 2013 school year as *Connected Communities* schools. Taree Public School and Taree High School joined the strategy later in the year, after the model for their local community was finalised.

In November 2013, the Minister announced a capital investment and maintenance program to improve facilities at participating schools over the next four years. This includes \$25 million to undertake substantial rebuilds and refurbishments at three *Connected Communities* schools and \$10 million for maintenance and minor works in the remaining schools.

A reference group has been formed by each school to work collaboratively with the executive principal in the development, planning and implementation of each school's *Connected Communities* strategy. A community engagement leader was also recruited at each school to assist the executive principal in the implementation of the strategy and strengthen relationships between the school, the local Aboriginal community and the broader community.

We are already starting to see positive outcomes for participating schools. For example, all Kindergarten students at Toomelah Public School are now reading at or beyond their year-level standards.

## Closing the gap in educational outcomes for Aboriginal students

The Department is determined to close the gap in educational outcomes between Aboriginal students and the broader student population. In 2013, we continued to provide additional support for Aboriginal students to address this disadvantage.

The *Wambinya Early Years Program* helped 568 Aboriginal Kindergarten students with their literacy and numeracy development.

The *Norta Norta Program* provided 3,087 Aboriginal students in Years 11 and 12 with tutorial assistance to keep them engaged in school and improve their academic achievement. Over 2,500 Aboriginal students, including 200 students in juvenile justice centres, were provided with additional learning assistance via the NAPLAN component of the program.

In 2013, the Department partnered with the NSW Aboriginal Education Consultative Group (AECG) to host the Buunji National Aboriginal and Torres Strait Islander Education Conference. The conference provided more than 620 delegates with the unique opportunity to review, share and map sustainable pathways for Aboriginal people.

Under the *Galupa Sponsorship Program*, a partnership between the Department and Glencore, 59 Aboriginal students in Years 6, 7 and 8 received a \$4,000 scholarship to assist in their transition through secondary school.

The Department also continued to deliver *Connecting to Country* in 28 schools, involving 232 teachers and principals in the immersion program. In 2013, 43 different courses were conducted for teachers of Aboriginal students, with a total of 3,084 enrolments.

The Department continued to develop and implement personalised learning plans for Aboriginal students.

The number of students supported by learning plans increased from 26,900 in 2010 to over 35,000 in December 2013.

The Department also continued to work with the Commonwealth and other states and territories to implement the national *Aboriginal and Torres Strait Islander Education Action Plan 2010-2014*. The Department's contribution to the action plan is published on the Standing Council on School Education and Early Childhood website.

## Supporting students from rural, remote and disadvantaged communities

In November 2013, the Minister for Education launched *Rural and Remote Education: A blueprint for action*. The blueprint is a long-term plan with \$80 million allocated to December 2017, and aims to bridge the gap between rural and remote and metropolitan schools with action in four key areas:

- quality early childhood education
- great teachers and school leaders
- curriculum access
- effective partnerships and connections.

The *Country Areas Program* provided funding and consultancy services from 2009 to 2012 for rural schools who met specific isolation criteria. In 2013, 218 schools formally eligible for the *Country Areas Program* received an equity funding allocation for geographic isolation, to a total value of \$4.5 million in preparation for the transition to the new Resource Allocation Model (RAM). Schools have the flexibility to use this funding to address the issues faced by students as a result of their school's remoteness.

The *Low Socio-economic Status School Communities National Partnership* provided funding to improve educational outcomes for students in 548 disadvantaged schools. We created additional executive positions in more than 270 schools, and 13 Highly Accomplished Teachers (HATs)

were employed to improve the quality of teaching through leadership and mentoring. We created a total of 1,999 new teaching and 807 non-teaching positions, and schools implemented more than 1,000 targeted literacy and numeracy programs.

### **Early Action for Success**

In 2013, the Department continued to implement the *Early Action for Success strategy*, which is the Department's implementation of the *NSW Literacy and Numeracy Action Plan*. In 2013, we allocated a total of \$25 million to the implementation of the strategy. This included the appointment of instructional leaders in identified schools. In 2013, we increased the number of these specialists to 78, working across 92 schools to assist our youngest students struggling to meet expected standards in literacy and numeracy.

Schools participating in *Early Action for Success* collected data identifying which students were at risk of falling behind in literacy and numeracy. Over 50 per cent of students from Kindergarten to Year 2 in participating schools were identified as needing additional support in literacy, with one third needing support in learning number. For each student achieving substantially below expected standards, our teachers and instructional leaders worked together on plans to help them catch up.

In 2013, the Department commenced the recruitment and induction of literacy and numeracy trainers to ensure that schools got the best results from the Department's intervention programs. Literacy and numeracy specialists provided instructional leaders, principals and teachers with high-quality, professional training on how to implement the most appropriate remedial programs.

Erebus International has been selected to carry out an independent longitudinal evaluation of the *Literacy and Numeracy Action Plan*. This will consider some of the key features of the *Early Action for Success* strategy, including:

- the impact and sustainability of instructional leadership
- the use of a tiered approach to improving literacy and numeracy outcomes
- innovations to strengthen partnerships between home and school.

The Department is also undertaking an internal evaluation of the program to supplement and support the external review.

The latest NAPLAN results show that the proportion of Year 3 students at or above the national minimum standards in reading and numeracy are now effectively the highest in Australia.

### **Helping students transition from primary to secondary school**

The Department provides resources to support parents and students during key transitional periods, especially the shift from primary into secondary school.

Our strategies include:

- sharing stories from schools that have successfully maintained a continuity of learning from primary into the first year of secondary school
- approaches to a more integrated curriculum
- examples where schools worked with students and parents to help them through this challenging period.

All curriculum support materials developed by the Department for the new NSW syllabuses adopt a Kindergarten to Year 10 perspective. They are designed to be used in conjunction with the Department's literacy and numeracy continuums, and include a special emphasis on the transition from primary to secondary school.

### **Improving student attendance**

The Department continued to implement options for dealing with non-attendance that were first introduced

by legislative reforms in 2009. These reforms recognised that a broad range of factors impact on school attendance. Remedial actions include confidential conferences and compulsory schooling orders issued by the Children's Court. More than 500 attendance conferences are now conducted annually by more than 300 trained conference convenors.

At the local level, schools and attendance officers worked with communities to develop initiatives appropriate to their local area. Many of these initiatives have focused specifically on narrowing the gap between Aboriginal and non-Aboriginal students. As an example, an attendance action team was formed at one school including school staff, the home school liaison officer, the Aboriginal student liaison officer and the local AECG representative. The team implemented a range of incentives to improve attendance, which saw an improvement in the attendance rate for Aboriginal students to 92.9 per cent in 2013 and an increase in the NAPLAN results for Aboriginal students at the school.

At the state level, the attendance rate for all public school students increased from 92.0 per cent in 2012 to 92.6 per cent in 2013.

### Encouraging students to stay in school and transition to further education, training and employment

In 2013, the Department allocated \$8.6 million to 54 providers to provide a *Links to Learning* support program in over 260 schools. *Links to Learning* is a practical program for students at risk of leaving school early, and for young people who have left school but are not in education or training. We also supported the seven schools within NSW juvenile justice centres to help young people make a transition back into school or other post-school options.

To ensure that students had a number of different avenues for education and training, the Department allocated more than \$2.7 million for students in Years 9 and 10 to undertake vocational education and training (VET) courses last

year. In 2013, there were 405 school-based apprentices and 2,208 school-based trainees in public schools across NSW. Trade schools and trade training centres in over 290 schools provided students with access to industry-standard training facilities. This encouraged more students to complete their schooling and helped to fill local skills shortages. TAFE NSW partners with secondary schools to deliver VET programs and help students transition to further study and employment.

Through the *National Partnership on Youth Attainment and Transitions*, we funded approximately 2.2 million hours of work placement. Around \$8 million of Commonwealth funding under the national partnership allowed service providers across NSW to broker 63,000 work placements for students enrolled in VET courses as part of their Higher School Certificate (HSC).

Forty-one secondary teachers completed training as transition advisers to help at-risk students engage with learning, plan their long-term goals and prepare for their transition from school. In 2013, we also allocated \$2.85 million to support *School to Work* activities and innovative, whole-school initiatives to ensure that students were able to establish the foundations for a future career.

The Department is currently conducting an analysis of data from the annual *School to Work Survey* and the *Links to Learning* program as part of further research into innovative ways that schools can keep students engaged in the later years of school, and move successfully into further education, training and employment.

The apparent Year 10 to 12 retention rate was 71.1 per cent in 2013, slightly higher than before the implementation of the new school leaving age legislation. Since 2008, the Year 7 to 12 apparent retention rate has risen from 64.6 per cent to 72.7 per cent, an increase of over eight percentage points<sup>1</sup>.

<sup>1</sup>Note: Apparent retention measures the extent to which students in NSW public schools progress to their final year of schooling. The term 'apparent' is used because the measurement is based on the total number of students in each year level compared to the number in an early year, rather than by tracking the retention of individual students.

# Quality teaching and leadership

## **Great Teaching, Inspired Learning**

*Great Teaching, Inspired Learning* is the NSW Government's plan to improve the quality of teaching in the State's schools. The plan includes a range of actions at every stage of a teacher's career designed to improve the quality of learning for all NSW students. After an extensive consultation period in 2012, the Minister for Education launched the blueprint for action in March 2013. The blueprint includes a set of 16 key reforms and 47 specific actions.

Under the reforms, entrants into NSW undergraduate programs will require HSC Band 5 results in a minimum of three subjects, one of which must be English. Teacher education graduates will also need to pass a literacy and numeracy test to embark on their final year professional experience placement.

New resourcing arrangements for schools with permanent beginning teachers were finalised in August 2013. These will provide additional support to teachers in their first two years of permanent teaching.

The Department has also launched a new internship program that provides teacher education students with the opportunity to work as a part-time paraprofessional with experienced teachers during their final year of study. The program will commence in 2014.

New cadetships will allow cadets to work as an operational paraprofessional during their initial year of teacher training. As they progress into their second year of teacher training, they will work under the supervision of experienced teachers as an educational paraprofessional, in a paid part-time capacity. On completion of the program, cadets will be guaranteed a permanent teaching position.

In December 2013, the Department negotiated a new award for teachers that includes a new standards-based salary structure that will commence from 2016.

From July 2014, new processes will be introduced to better manage underperforming teachers.

## **Attracting and recruiting the highest quality teachers**

In 2013, 7,840 new applicants were approved to teach in NSW public schools and we filled 3,145 classroom teacher positions. After incentive transfers and Aboriginal employment applicants were appointed, 56 per cent of classroom teacher positions were filled through a method chosen by schools.

Since the introduction of the *Teacher Education Scholarship* program in 2002, 1,355 high-quality teachers (including 219 Aboriginal teachers) have been appointed to areas of workforce need. In 2013, 300 new applicants (including 84 Aboriginal students) were offered a scholarship in the 2014 program.

Incentive scholarships were introduced in 2008 to attract high-quality graduates in their final year of study. We appointed one technological and applied studies teacher, three mathematics, three science (physics) and 10 special education teachers this year. In 2013, 220 teachers completed their retraining in mathematics, engineering studies, reading recovery, school counselling, special education, careers advising, English as a second language and teacher librarianship.



Under *Great Teaching, Inspired Learning*, we also introduced rural scholarships. Students will receive a \$6,000 annual training allowance while studying full-time for a teaching qualification. On completion of the program, students are guaranteed permanent employment in an agreed rural and remote location and awarded a further \$5,000 to assist with relocation costs and other expenses.

We also offered incentives to attract and retain teachers in remote regional schools. These included:

- priority transfers after service commitments had been met
- subsidised housing and rental accommodation
- retention benefits
- additional vacation and leave periods
- additional professional development days.

*Rural and Remote Education: A blueprint for action* will offer further incentives to attract and retain teachers and school leaders in hard to staff schools.

In 2013, we appointed 74 classroom teachers, 20 executive staff and nine principals through incentive transfers.

We continued to work closely with the NSW Institute of Teachers to ensure that our teacher training and professional development schemes were consistent with the NSW accreditation requirements for new teachers. We helped prepare our newly-appointed teachers with an induction program, 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 teacher in their first year of service. This additional support could be used by new teachers to participate in professional development, prepare lessons or get advice from more experienced teachers. In 2013, this initiative supported 2,745 beginning teachers in over 1,176 public

schools. In 2013, our *Teacher Mentor Program* also funded 50 positions to support beginning teachers in 92 schools across NSW.

Under the *Great Teaching, Inspired Learning* reforms, a new and expanded model of support for beginning teachers will be introduced in 2014. This will replace the *Beginning Teacher Support Initiative* and *Teacher Mentor Program*.

### Ongoing professional development for our school teachers and principals

All school teachers and leaders have access to a comprehensive range of professional learning opportunities, designed to develop their professional practice. Learning areas include:

- implementation of the curriculum
- literacy and numeracy development
- student welfare and equity
- using the latest information and communication technologies.

The *Australian Professional Standards for Teachers* now guide teachers' professional knowledge and practice, and we are developing professional learning courses in line with the Australian standards.

In 2013, the *Classroom Teacher Program* provided more than 100 hours of registered professional learning, specifically targeted at helping early career teachers maintain their accreditation at the 'Proficient' career stage of the Australian standards. The program's 28 online courses were accessed by permanent, temporary and casual teachers across the State.

We delivered a joint induction conference for principals and deputy principals in early 2013 that reflected the Government's new directions for public schools in NSW, including the *Local Schools, Local Decisions, Great Teaching, Inspired Learning and Rural and Remote Education* reforms.

As part of the *National Partnership on Improving Teacher Quality: Principal Professional Development*, a number of initiatives were undertaken, including four projects implemented through primary and secondary principal associations. In March 2013, 50 schools were successful in gaining a *Leadership Learning and Improvement Project* grant. Known as Learning Alliances, these bring networks of school principals together to develop innovative projects, build leadership skills and improve student learning outcomes. Supported by 25 leadership officers, the Learning Alliances produced professional learning materials and case studies based on their experience, which are now being shared with school leaders across Australia.

### Recognising and rewarding excellence in teaching

The centres for excellence initiative under the *National Partnership for Improving Teacher Quality* concluded at the end of 2013. Over the life of the national partnership, the centres for excellence supported over 150 schools by promoting and demonstrating what quality teaching looks like. In 2013, the second tranche of 22 schools participated in a transition year, with access to up to \$200,000 to continue the activities proven to have the greatest impact on teacher quality and student outcomes.

Temporary HAT positions were available to schools participating in national partnership programs, and provided an opportunity for the best teachers to model their expertise for their colleagues. Since the positions became available, a total of 118 HAT positions have been created. Teachers appointed to HAT positions are required to complete their accreditation at one of the higher voluntary accreditation levels with the NSW Institute of Teachers by the end of their two-year appointment. A total of 45 public school teachers have now been accredited at one of the higher levels.

The formal external evaluation of national partnership initiatives, including the centres for excellence, HAT positions and paraprofessionals, is being conducted by the SIMERR National Research Centre at the University of New England. The evaluation is expected to be completed in 2014.

### Ensuring the safety, welfare and wellbeing of our students

The Department continued to provide a range of services to ensure the safety, welfare and wellbeing of all students.

Under the NSW Government's *Supporting Students* plan, 50 student support officers worked across public secondary schools to help young people manage issues such as bullying, cyber-bullying and social media. The support officers hosted breakfast clubs on school grounds before school, ran transition to high school programs, and worked with students to develop resilience, self-esteem and positive relationships with peers.

The Department continued to bolster its school counsellor workforce by providing retraining for 37 teachers through the University of Wollongong. Eleven of the school counsellors in training are now based in rural NSW.

The Department's Child Wellbeing unit builds the capacity of schools to respond to child protection issues. In 2012/13, the unit responded to over 12,000 contacts, an increase of about 14 per cent from the previous year. We worked in partnership with health, police and community services to identify students who were most at risk and coordinated responses across agencies.

The Department updated its resources on anaphylaxis to make sure that schools can meet the needs of students diagnosed at risk, and respond to incidents when they occur. Anaphylaxis e-training is now available to all school staff and teachers in training, and the Department's website was upgraded to provide a central access point.

We also developed *Anaphylaxis: Food Preparation and Sharing*. This is an online student resource for secondary students in subjects with a food preparation component, and aims to raise awareness of food allergies and anaphylaxis as a life-threatening allergic reaction.

The Department and the NSW Ministry of Health collaborated on *Live Life Well @ School* to embed nutrition and physical education as part of the personal development, health and physical education (PDHPE) curriculum in NSW primary schools. *Live Life Well* supports the NSW Government's target to reduce the rate of obesity in children and young people. In 2013, 870 teachers from 552 schools attended 42 professional learning workshops on how to promote whole-school physical activity and healthy eating.

The Department revised its *Sun Safety for Students* guidelines, support materials and website in consultation with the Cancer Institute NSW, Cancer Council NSW, the NSW Ministry of Health, the Catholic Education Commission and the Association of Independent Schools. The guidelines and support materials provide up to date information and comprehensive resources to encourage the best sun safe practices in NSW schools.

This year, 892 teachers from 558 schools also attended a professional learning program developed in partnership with Transport NSW on how to teach road safety in NSW public schools.

The Department's Safety and Security directorate worked in partnership with NSW Police on Exercise Apollo training for secondary schools across the State. These simulation training exercises provided secondary schools with the opportunity to improve their incident management skills and foster stronger working relationships with their local police. During 2013, these exercises provided valuable learning experiences for staff in 119 secondary schools.

## Implementing the Australian curriculum

The Department developed a range of resources and registered professional learning courses to help schools prepare for the new Kindergarten to Year 10 syllabuses for the Australian curriculum in English, mathematics, science and history.

Over 31,700 teachers registered for the Learner and the New Curriculum course that focused on using the new Australian curriculum to meet the diverse needs of modern learners. Over 27,400 teachers also completed the Teaching for the New Curriculum course.

Complementing these two courses was a suite of subject-specific units to help teachers and schools program for each of the new syllabuses. Over 11,000 teachers registered for a series of SyllabusPLUS webinars that provided opportunities for teachers to collaborate and discuss specific aspects of the new syllabuses. Teachers were able to connect to each session live through any computer or mobile device or view the recorded sessions after the event.

# New and better ways of doing business

## National Education Reform Agreement

In April 2013, NSW and the Commonwealth signed the *National Education Reform Agreement*. The NSW Government was the first jurisdiction to commit to an increased investment in education and sign up to the agreement which enacted the 'Gonski' school funding reforms. The agreement confirms NSW and Commonwealth funding levels for schools, and provides detail on how NSW funding will gradually transition to a new needs-based model over time. In total, the agreement will deliver \$5.03 billion of additional funding for NSW schools from 2014 to 2019, consisting of \$1.76 billion from the NSW Government and \$3.27 billion from the Commonwealth.

## Increasing local decision-making and reforming the way we finance and staff our schools

In October 2013, the Minister for Education announced the phased implementation of a needs-based funding model to support the NSW Government's *Local Schools, Local Decisions* reforms. The new Resource Allocation Model (RAM) will distribute funding to public schools in a fairer and more transparent way, and significantly increase the authority of principals to allocate resources in consultation with their school community. The RAM includes:

- a base school funding allocation to cover the education of each student, including staffing and operating costs
- equity loadings to ensure that additional resources are provided to schools for students with disability, disadvantaged students and Aboriginal students

- targeted funding for individual students who require adjustments for disability, new arrivals or refugees.

The targeted and equity components will be implemented from 2014. Under the equity loadings, a total of \$250 million will be allocated to support more than 390,000 students from low socio-economic backgrounds, and a total of \$47 million will be apportioned for Aboriginal students. The largest component of the RAM, the base school allocation, is under development and will be introduced in future years.

## Improving our school facilities and infrastructure

We continued to improve our teaching and learning environments through our capital works and asset acquisition programs.

In 2012/13, we completed six public school major works projects. Thirteen major public school projects are ongoing and we commenced another 10.

We also allocated over \$10.3 million for 173 projects in 170 schools from the *Public School Upgrade Program*, and \$15 million in extra funds for minor maintenance to 1,488 schools.

We completed 52 projects under the *Commonwealth's Trade Training Centres Program*, with 28 projects commencing under the fourth round of the program.

We also delivered a \$94 million program of capital works in 19 Schools for Special Purposes (SSPs) to improve the learning environments of students with special needs.

We reviewed our planning processes to ensure we meet the future asset needs of NSW public schools, introduced a new system for delivering major capital works, and improved the delivery of minor capital works projects.

We identified a number of areas where delivery costs could be reduced which allowed us to reinvest in school facilities and infrastructure. This included a new fee structure with NSW Public Works, work with the NSW Department of Planning and Infrastructure to obtain contributions for schools from developers, and our asset disposal program that raised \$5.6 million for reinvestment in capital works.

We completed the first stage of a review of the *School Facilities Standards*, aiming to provide more flexibility in the way our school facilities can be used. Stage two includes the development of performance-based standards, guidelines and web-based tools. We also developed the *Thermal Comfort and Energy Efficiency Framework* to provide a cost-effective and sustainable approach to making classrooms and learning spaces more comfortable in summer and winter.

### 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 tomorrow.

The Department worked closely with Education Services Australia to develop *NSW Scootle*, which provides teachers with access to over 700 digital resources on the implementation of the Australian curriculum, and a national collection of over 20,000 digital resources.

We developed a number of mobile apps across a range of subjects. The *Rainforest Heroes* and *Wild Australia* apps were developed in partnership with Taronga Zoo, and give students a new way to explore the zoos in Sydney and Dubbo. By November 2013, the App Store had received 22,000 visits. *I have Fun with Faces* was another app developed by the Department for students in Kindergarten to Year 2 to support literacy and numeracy development.

The Commonwealth Government's *Digital Education Revolution* program came to a close this year, with the final rollout of 63,500 laptops to students. Since 2009, this program has successfully delivered over 300,000 laptops to Year 9 students and installed wireless access points in over 21,000 learning spaces.

### Improving administrative and information management systems

The *Learning Management and Business Reform* (LMBR) program aims to modernise the way we manage and deliver our student enrolment and administration, learning and support, finance, human resources and technology services. The program's core objectives are to support the Government's broader reform program, deliver improved educational outcomes, and better services to staff, students and parents.

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. Upgrades were rolled out to these schools in February and October 2013. In September 2013, these schools also received the first component of the SALM solution (SALM wellbeing). This provides schools with a secure, online view of individual student records including health, additional learning and support needs, counselling and referrals, custody and access, and suspensions and expulsions. The second component of the SALM solution commenced in November 2013.

A new SAP finance solution was deployed in November 2013. This will reduce the time schools spend on administration and paperwork, and provide access to detailed financial information not possible with the legacy systems schools currently use.

Given the size and complexity of these changes, we are using this initial deployment to test and refine the way we will roll the program out to all NSW schools.

# Performance report: In tertiary education and training

# Our performance targets

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

In 2013, 58.1 per cent of people in NSW aged between 20 and 64 had attained a qualification at AQF certificate III and above. While the rate continues to increase over time, this was a decrease of 2.4 percentage points compared to 2012 (see figure 11).

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

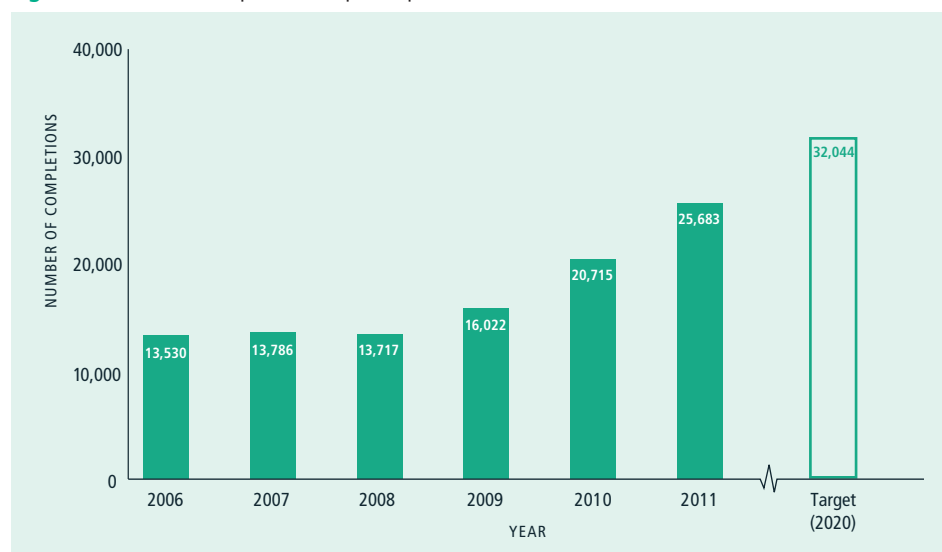
NSW is making great progress towards this target, with the number of completions at diploma-level and above increasing to 25,683 in 2011. This represents a 90 per cent increase in six years (see figure 12).

**Figure 11:** Proportion of NSW people aged between 20 and 64 years old with an AQF qualification at certificate III or above (2006-2013)



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.

**Figure 12:** Number of completions at diploma qualification and above in NSW (2006-2011)



Source: National Centre for Vocational Education Research (NCVER), *National VET Provider Collection*. Note: 2011 qualification numbers are preliminary due to lag in reporting. 2012 and 2013 data are not yet available.

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

In 2011, progress towards targets for higher-level qualifications among Aboriginal students and women exceeded our expectations. The number of female students completing higher-level qualifications at certificate III and above was 63,593 in 2011, well above our target for 2020. Similarly, 3,255 Aboriginal students completed qualifications at certificate III or above,

exceeding the Department’s target of 2,760 by 2020. While completion numbers in rural and regional NSW continue to increase over time, numbers actually fell in 2011 to 32,673 (see figures 13.1, 13.2, 13.3).

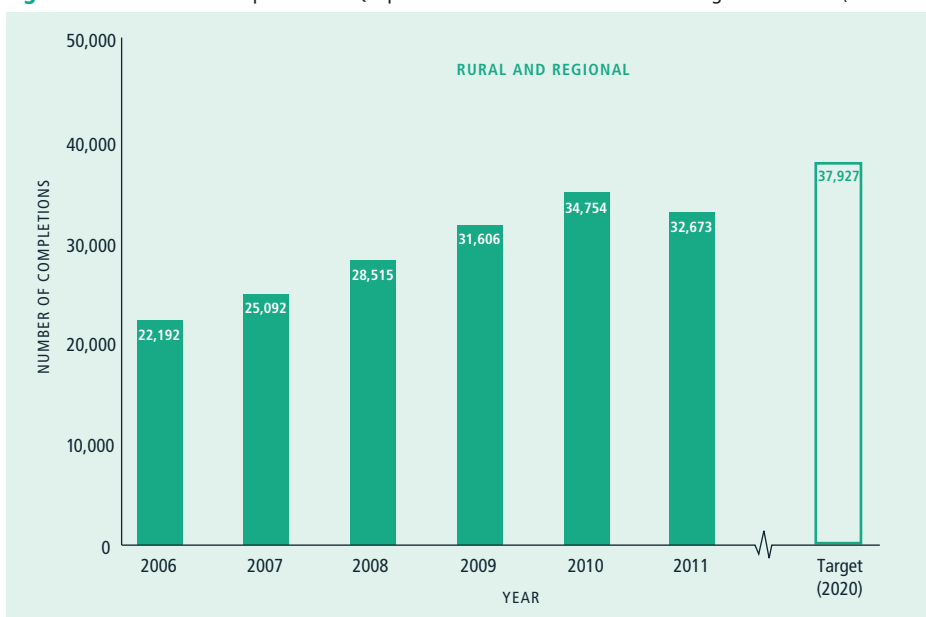
**Increase the proportion of young people with a bachelor degree or above to 44 per cent by 2025**

In 2013, 38.1 per cent of young people in NSW held a bachelor’s degree or higher. The NSW Government remains on track to achieve its target of 44 per cent by 2025 (see figure 14).

**Figure 13.1:** Number of completions at AQF qualification certificate III or above for women (2006-2011)

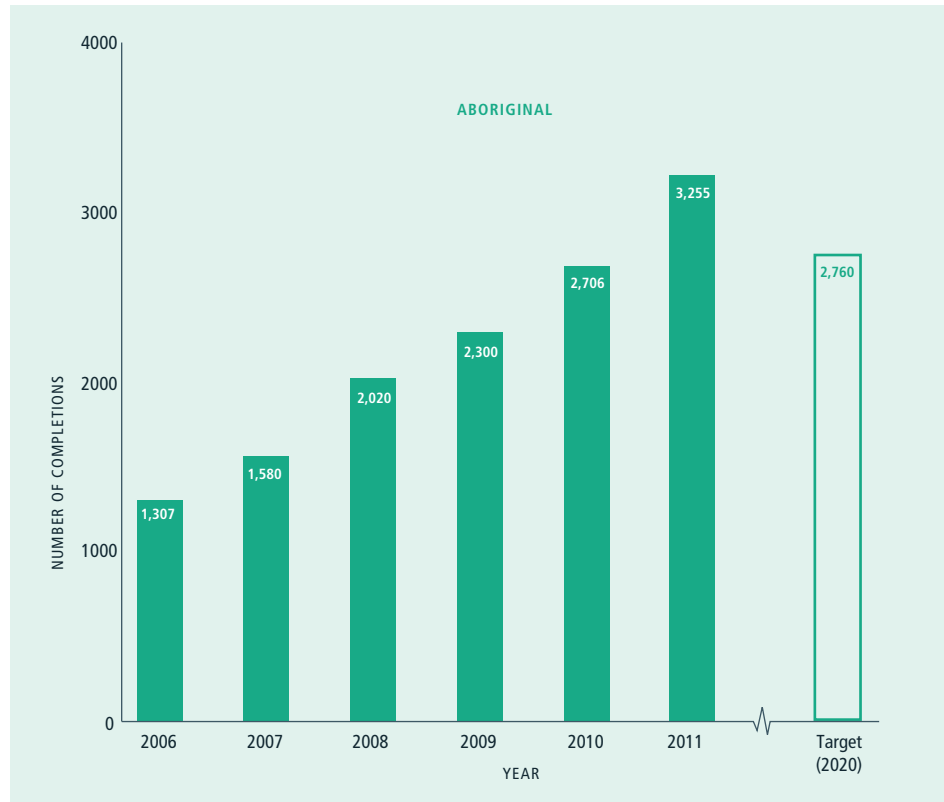


**Figure 13.2:** Number of completions at AQF qualification certificate III or above for regional students (2006-2011)



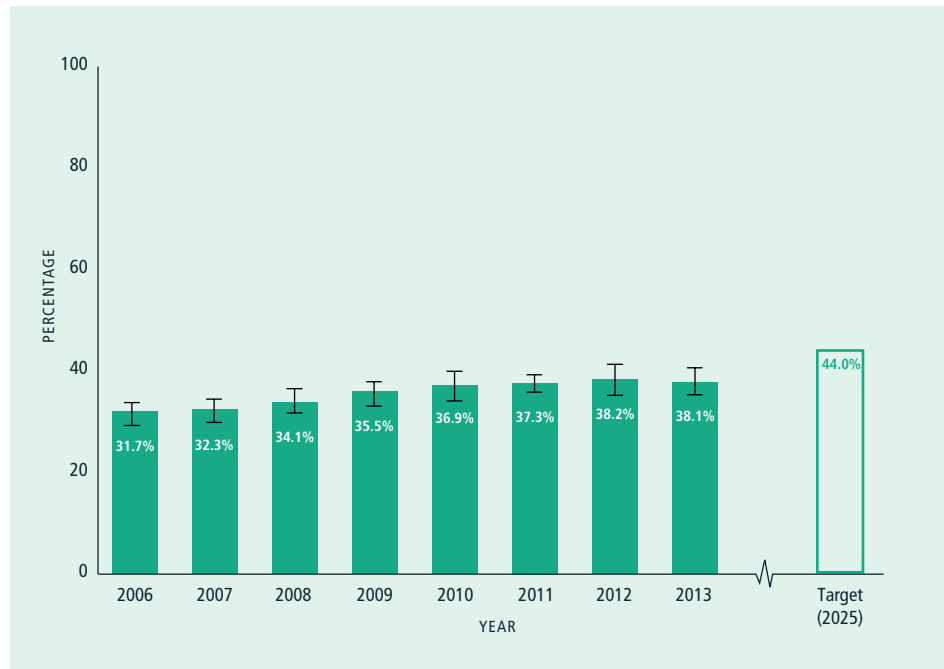


**Figure 13.3:** Number of completions at AQF qualification certificate III or above for Aboriginal students (2006-2011)



Source: National Centre for Vocational Education Research (NCVER), *National VET Provider Collection*. Note: 2011 qualification numbers are preliminary due to a lag in reporting. 2012 and 2013 data are not yet available.

**Figure 14:** Proportion of 25-34 year olds in NSW holding a bachelor-level qualification or above (2006-2013)



Source: Australian Bureau of Statistics (ABS), *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.

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

In 2012, 17.6 per cent of students from low socio-economic status backgrounds were enrolled in an undergraduate degree at NSW higher education institutions. If this trend continues, NSW will meet its target of 20 per cent by 2020 (see figure 15).

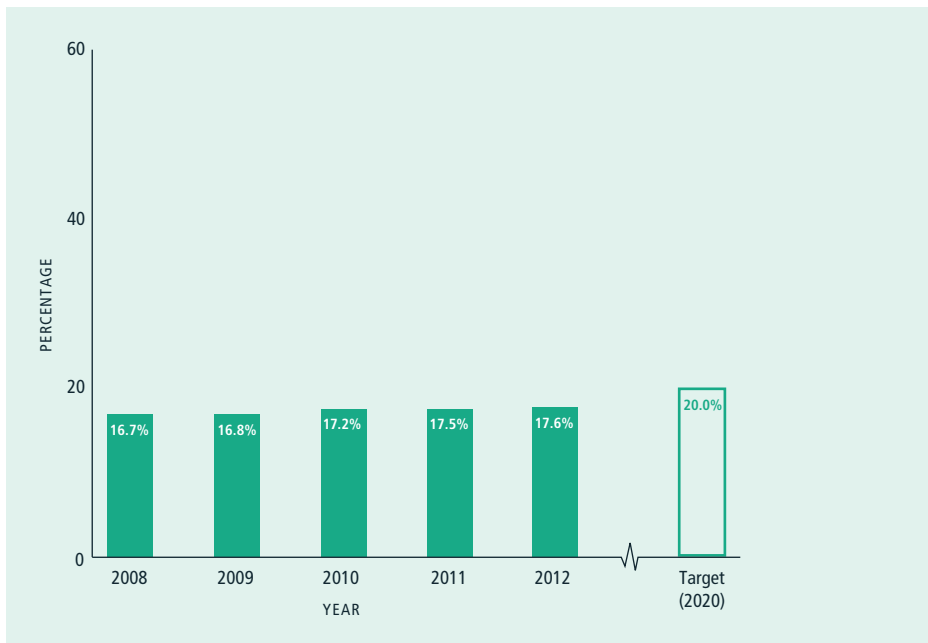
**Increase the proportion of school leavers participating in further education, training or employment to 90 per cent by 2020**

In 2013, 73.4 per cent of school leavers were fully engaged in further education, training or work. There has not been a discernible improvement since 2007. If this trend does not improve, the ambitious target of 90 per cent participation by 2020 will not be met (see figure 16).

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

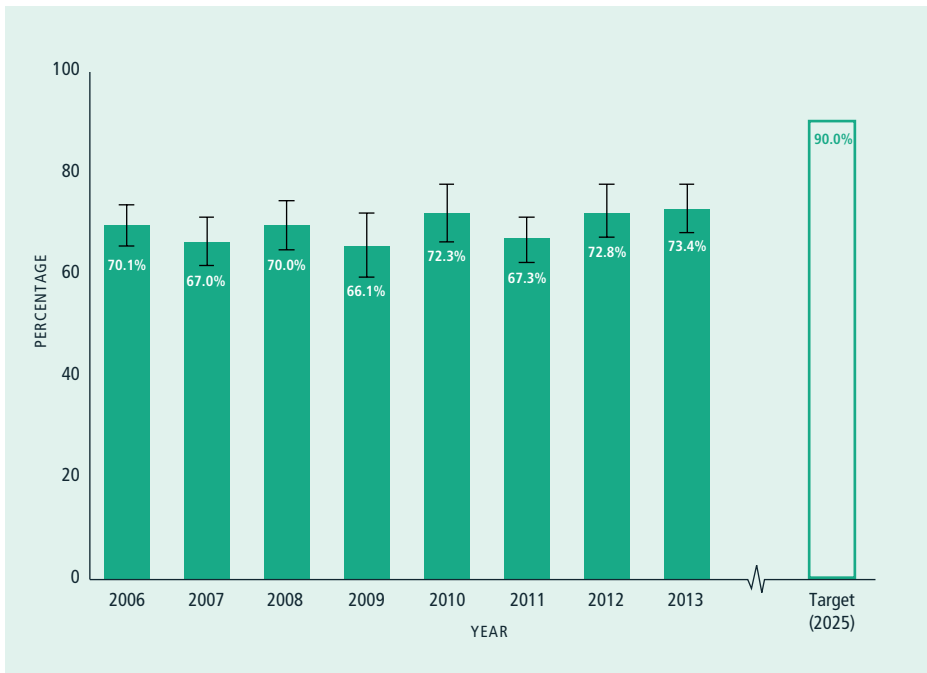
The number of NSW apprenticeship and traineeship completions has been steadily improving since 2006, with nearly 61,000 completions across NSW, including more than 23,000 in rural and regional areas in 2013. The 2016 target to increase completions by 10 per cent across NSW and in rural and regional areas was exceeded in 2013 (see figure 17).

**Figure 15:** Proportion of undergraduate students from low socio-economic status background enrolled at NSW higher education providers (2008-2012)



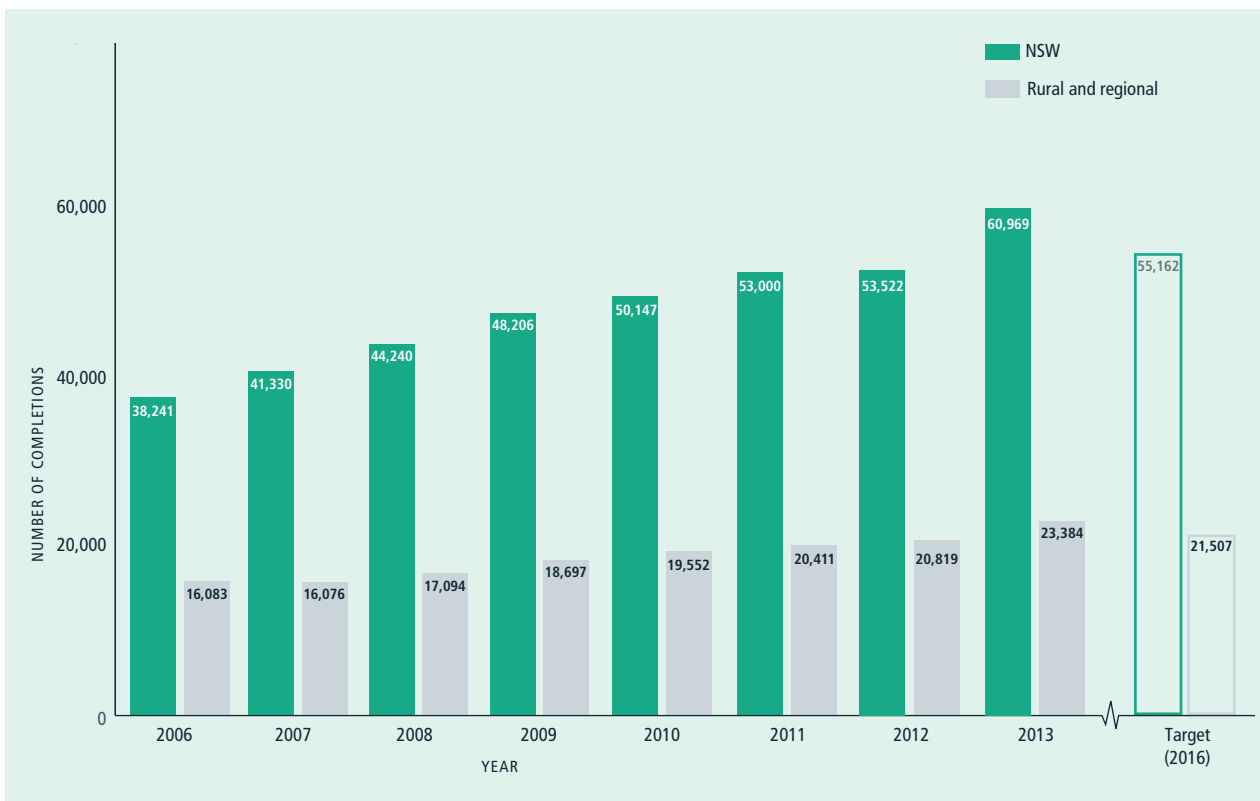
Source: Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education (DIICCSRTE), *Selected Higher Education Statistics*.

**Figure 16:** Proportion of 15-19 year old school leavers fully participating in education, training and/or employment (2006-2013)



Source: Australian Bureau of Statistics (ABS), *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.

**Figure 17:** NSW apprenticeships and traineeships completion estimates (2006-2013)



Source: National Centre for Vocational Education and Research (NCVER), *National Apprenticeship and Traineeship Collection - VOCSTATS* (September quarter estimates). Note: NCVER publishes updated estimates every quarter and historical data may change in new publications. 2013 data are not yet available.

# Our priorities: In tertiary education and training

# High expectations, closing the gaps

## Creating opportunities for people facing barriers

TAFE NSW plays an essential role in strengthening the NSW skills base and supporting economic growth by extending access to higher-level education, training and qualifications. By providing foundation skills and education options, TAFE NSW ensures that all people can get the skills they need to participate in the workforce and the community. Our enrolment data shows that participation and completion rates for women, rural and regional students and Aboriginal students all increased in 2013 (see table 7).

TAFE NSW institutes worked with schools to support the raised school leaving age by offering additional pathways for young people. Course completions by people aged 15-24 years in qualifications at AQF certificate II and above increased by more than four per cent in 2013. Enrolments in TAFE-delivered VET (TVET) courses for school students increased by three per cent to 24,608.

TAFE NSW also worked with the NSW and Commonwealth governments to improve the job readiness of people facing barriers to post-secondary education, training and employment. For example, TAFE NSW enrolled 187 people in programs funded under the *National Partnership on Training Places for Single and Teenage Parents*, providing support services and training places for eligible single parents. TAFE NSW also enrolled almost 6,000 people in the State's corrections and juvenile justice centres in foundation skills, employability and trades courses. TAFE NSW - Sydney Institute delivered beginner computing classes at Ultimo College, Redfern and La Perouse for unemployed and older people wishing

to re-enter the workforce. In 2013, TAFE NSW continued its commitment to improve education and employment outcomes for students, with more than 14 million delivery hours dedicated to students with low language, literacy, numeracy and employability skills.

Our adult and community education (ACE) colleges also supported disadvantaged learners with over 2,300 students enrolled in the *ACE Social Inclusion* program, accounting for over 700,000 student contact hours. The program included pre-vocational training for people facing barriers to employment.

The NSW Adult Migrant English Service (AMES) delivered Skillmax to help skilled migrants secure employment in their profession or a related field. The program introduced clients to Australian workplace culture, and helped them identify employment opportunities, promote themselves effectively in the Australian labour market and prepare for job interviews. In 2012/13, 903 students enrolled in our two main Skillmax courses, Jobseekers and English for Employment, with 65 per cent of participants successfully gaining work in their chosen field.

In 2013, we committed \$1.4 million to support youth at risk of dropping out of education or training through an innovative program of 29 locally managed projects. Our *Independent Employment Advisers* program provided mentoring, advice and brokered employment opportunities for over 1,450 public school students who were struggling to stay at school in regions of high unemployment.

**Table 7:** TAFE NSW participation and completions for identified equity groups (2012-2013)

	2012	2013	% change
<b>AQF diploma and above</b>			
<b>Enrolments</b>			
Women	46,962	54,719	17% increase
Students from regional and remote areas	22,706	26,880	18% increase
Aboriginal students	1,967	2,444	24% increase
<b>Completions</b>			
Women	10,251	11,209	9% increase
Students from regional and remote areas	4,204	4,505	7% increase
Aboriginal students	371	425	15% increase
<b>AQF certificate III and above</b>			
<b>Enrolments</b>			
Women	157,210	169,014	8% increase
Students from regional and remote areas	107,477	113,156	5% increase
Aboriginal students	12,850	14,634	14% increase
<b>Completions</b>			
Women	47,984	50,568	5% increase
Students from regional and remote areas	28,889	29,255	1% increase
Aboriginal students	2,628	2,866	9% increase

Source: Department of Education and Communities, TAFE NSW data warehouse

## Ensuring equal opportunities for people with disability

TAFE NSW aims to ensure that all students have equal access to the opportunities that quality skills training provides. In 2013, TAFE NSW enrolled 56,983 students with disability.

The Department's *TradeAbility Pre-Apprenticeship Program for People with Disability* assists people who are seeking to transition into an apprenticeship in a priority industry. In 2013, the program funded 10 courses and 87 training places for people with disability. TAFE NSW institutes enrolled 70 students in their *TradeAbility* courses, providing participants with employability skills, language, literacy, numeracy, and information on reasonable adjustment. This allowed participants to pursue qualifications in landscaping, construction, commercial cookery, automotive services and carpentry.

As an example of how individual institutes supported people with disability, TAFE NSW - Hunter Institute, in partnership with E-Qual Western Australia, delivered the *Leaders for Tomorrow* program. This provided mentoring and leadership development to 200 people with disability to build their skills and confidence in leadership roles in business, government and community organisations.

TAFE NSW - New England Institute used its networks with transition-to-work and disability employment providers to maximise opportunities for students moving from vocational training into work. In consultation with parents, advocates and service providers, students were assisted to map their goals in individual education plans.

TAFE NSW - Illawarra Institute developed and delivered the *Get Ready* program in consultation with employment services agencies, community organisations and schools. This program also assisted people with disability in identifying individual support needs and designing training pathways to achieve their career goals.

### Improving business and career opportunities for Aboriginal people

TAFE NSW is committed to supporting the education and employment aspirations of Aboriginal students. Each TAFE NSW institute developed programs to support participation in tertiary education and training, and established partnerships with local education providers, businesses and community groups to ensure that students could learn in real work environments.

For example, TAFE NSW - Western Sydney Institute supported over 100 Aboriginal case workers employed by the Department of Human Services, LinkUp, Barnados, Marrin Weejali and Juvenile Justice NSW to gain key qualifications through recognition of prior learning, skills gap training, workplace training and mentoring services.

TAFE NSW - Riverina Institute developed the AQF Certificate IV in Aboriginal and Torres Strait Islander Primary Health Care (Practice). The course was developed for a team teaching approach, involving a teacher of nursing, a vocational access teacher and support from an Aboriginal student support officer. Fifteen students undertook the training and all completed the course.

TAFE NSW - New England Institute's Moree campus built a strategic partnership with Tourism Moree and the local Gamilaroi people to establish the Mehi Gallery and art studio. The gallery is staffed by students and items for sale are created on campus. In November 2013, arts and crafts from the gallery were included in the Black Arts Market

Corroboree in Sydney, a national festival that celebrates Aboriginal culture.

TAFE NSW developed the eHub for Aboriginal Learners to provide an online set of teaching resources and a shared eCommunity for TAFE NSW teachers who are working with Aboriginal students. Five TAFE NSW institutes (Hunter, Illawarra, New England, North Coast and South Western Sydney) also formed the Aboriginal Learning Circle. This alliance provides a foundation for participating institutes to collaborate in the development and delivery of culturally appropriate training solutions for Aboriginal communities, organisations and employers. The alliance has an annual cohort of approximately 17,000 Aboriginal students.

TAFE NSW continued to grow the NSW skill base, with 37,607 Aboriginal students enrolling in TAFE NSW in 2013, an increase of 23 per cent since 2009.

In 2013, the Department's State Training Services committed \$3.79 million to fund 136 courses with 1,333 training places to support Aboriginal job seekers into employment and to up-skill existing employees. *Our Way Ahead for Aboriginal People* program provided guidance, mentoring, counselling and support services to over 636 Aboriginal apprentices and trainees so they could complete their training and obtain their qualification. The *New Careers for Aboriginal People* program provided advisory services for 2,470 Aboriginal job seekers across NSW, resulting in 645 people gaining employment and supporting a further 867 people into vocation skills training.

In 2013, the *Elsa Dixon Aboriginal Employment Program* funded public and local government agencies to employ 104 Aboriginal people. This included the creation of 68 Aboriginal school-based traineeship positions to increase HSC completion rates and help students successfully transition from school into work. To build the capacity of the non-government sector to employ and retain

Aboriginal employees, State Training Services delivered 12 free cultural education workshops to 123 employees, and 15 Aboriginal trainee supervisor workshops for managers from 67 non-government community services organisations.

In 2013, our *ACE Social Inclusion Program* provided over 2,000 Aboriginal students with VET to improve their employment prospects. Providers offered pathway planning, literacy and numeracy support, counselling and work experience to help students complete their training.

State Training Services also provided free business advisory support to Aboriginal people wishing to establish their own business through the *Aboriginal Enterprise Development Officer* program. In 2013, the program assisted 579 clients and successfully created 40 new Aboriginal businesses.

### Removing barriers for women to non-traditional occupations

In 2013, TAFE NSW institutes continued to help remove barriers to women participating in non-traditional occupations.

TAFE NSW implemented *TAFE Mentoring Women in Trades* in partnership with Women NSW. The program aims to support women to undertake trade training, and improve pathways to employment for young women in non-traditional trades and occupations.

TAFE NSW - Western Sydney Institute provided a mentoring program for women in non-traditional trades and technical programs. Three young women in engineering, construction and information technology gained the opportunity to learn directly from female head teachers, managers and counsellors. Between 2009 and 2013, the number of enrolments by women in non-traditional trade industry areas increased by 11 per cent. In 2013, there were over 5,000 women enrolled in non-traditional trade courses in TAFE NSW.

In 2013, a Board of Vocational Education and Training research project was completed. This generated a series of practical recommendations to increase the number of women completing training in non-traditional trades.

The Department's State Training Services also initiated the second stage of its *Women in Non-Traditional Trades* project, which included the development of communication strategies and support mechanisms to increase participation by women. In 2013, 457 women completed apprenticeships in the non-traditional trades, while a further 2,279 women continue their apprenticeship training

### Targeting training to the needs of rural and regional NSW

TAFE NSW undertakes research and consultation with industry and local communities to identify areas of skills shortage, employment growth and workforce development needs in rural and regional areas. This helps enable each TAFE NSW institute to develop customised training to support local economic growth.

As an example, TAFE NSW - New England Institute partnered with the University of New England (UNE) to deliver degrees in agriculture, health and community services. TAFE NSW - Western Sydney Institute delivered a range of targeted training programs, including the AQF Certificate III in Aged Care for Aboriginal workers in remote and regional NSW centres, in partnership with Home and Community Care NSW.

TAFE NSW - Western Institute's Western Connect won the 'Revitalising Regional NSW' category at the 2013 Premier's Public Sector Awards, and TAFE NSW - Illawarra Institute's TwentyTwenty Restaurant was awarded 'Best Restaurant in a Regional Training Institute' at the 2013 Savour Sydney and Surrounds Awards for Excellence.



The Department's Higher Education directorate supported the NSW *Government Review into Agricultural Education and Training in New South Wales*, which was released in December 2013. The review was commissioned to ensure agricultural education and training meets future industry needs. The NSW Government's response to the review will involve schools, TAFE NSW, the Board of Studies NSW and the NSW Department of Primary Industries in an overhaul of the options available to students. This will support students moving from study to employment in agriculture, and help to ensure the long-term viability of the industry.

In 2013, 15 NSW Country Apprentice Scholarships were awarded to first year apprentices from regional and rural NSW. Since it began, the program has awarded scholarships to 76 apprentices, each worth \$15,000 over three years, to support young people experiencing financial and family hardship to complete their qualification.

### Retraining retrenched workers in regional and rural areas

TAFE NSW provides skills gap training to help retrenched workers find a new job. In 2013, TAFE NSW institutes further developed their strong relationships with Job Services Australia providers to deliver language, literacy, numeracy and vocational training to clients through the *Skills for Education and Employment* program. TAFE NSW enrolled 938 students in the program, including 363 in literacy and numeracy programs to improve their employability.

As an example of how our institutes support people looking for work, TAFE NSW - Western Sydney Institute delivered the Diploma of Community Services for Aboriginal job seekers in the Dubbo, Bourke, Broken Hill, Southern Highlands and Hunter regions. Participants were supported with case management, mentoring and foundation skills training, to help them gain employment in areas of skill shortage in their own local communities.

TAFE NSW - Illawarra Institute conducted a successful retail program aiming to develop the foundation skills of unemployed people seeking to re-enter the retail industry. The program was funded by State Training Services and the NSW Department of Human Services *Better Futures, Local Solutions* initiative.

Our *Regional Training and Employment Strategy* includes the Retrenched Workers Program, which assisted 2,540 retrenched workers from 137 companies. Approximately 70 per cent of these participants reported that they had found work after completing the program.

The Department's State Training Services also continued to administer the continuing apprentices placement service, which matches employers to retrenched apprentices and trainees wanting to continue their training in their chosen career. In 2013, we placed over 1,680 apprentices and trainees with new employers.

State Training Services also partnered with the Commonwealth to implement the *State Training Services Workforce Mobility Program* to connect jobseekers and employers in the mining, construction and infrastructure industries. A network of regional workforce brokers worked with communities, employers and training organisations to connect job seekers to 'fly-in, fly-out' employment opportunities. Since July 2013, 16 people started work brokered through the program, with an additional 21 people commencing training linked to employment opportunities.

# Quality teaching and leadership

## Developing the skills and leadership capability of TAFE NSW staff

TAFE NSW continues to develop its staff to maintain the highest quality services. In 2013, we continued to improve our leadership and development programs in line with the *VET Quality Framework* and the *NSW Public Service Capability Framework*. TAFE NSW institutes implemented a range of programs to ensure staff maintain their vocational currency, develop better teaching, delivery and assessment practices and customer service skills.

For example, TAFE NSW - Western Sydney Institute reviewed and enhanced its support strategies for new teachers. Participants were matched with an experienced teacher to provide mentoring support and guidance for their first two years. The Institute also conducted leadership development and advanced leadership programs for 54 staff, and established a think tank to develop strategies to enhance customer service.

TAFE NSW - North Coast Institute and TAFE NSW - Illawarra Institute worked together to develop the Graduate Diploma of Leadership (VET Sector) to equip graduates with cutting-edge knowledge, skills and capabilities to lead and manage the institutes in the changing VET environment.

TAFE NSW - Northern Sydney Institute implemented a comprehensive program for improving the capability of its workforce. Over 200 staff participated in leadership forums, 383 teachers undertook e-learning workshops, 161 staff enrolled in work-related accredited courses and 402 frontline service officers and team leaders participated in customer service enhancement.

TAFE NSW implemented a range of eHubs for teachers across the State to build their capability, including the

Sustainability Hub (sHub). This is an advanced collection of resources to support education and priority skills for sustainability, capability and business development. The sHub broadcasts news, professional development opportunities for teachers and showcases quality resources from TAFE NSW and industries. TAFE NSW's Higher Education directorate also coordinated professional development and a new community of practice for staff delivering higher education programs.

## Improving the quality of vocational education and training

The Department's State Training Services is an approved Australian Apprenticeships Centre and provides Australian Apprenticeship Support Services for almost 20,720 apprentices and trainees and their employers.

In 2013, we facilitated 65 professional development workshops for a total of 1,429 VET trainers, assessors and staff. These were designed to help registered training organisations (RTOs) and their staff improve the quality of training and assessment. Our industry-specific workshops and tools helped small to medium-sized employers select the best candidates for an apprenticeship. We also used these workshops to introduce participants to our new portal for RTOs to advise us when qualifications had been achieved.

The *Smart and Skilled Quality Framework* was released in December 2013 following extensive consultation. Under the framework, there is a focus on professional development activities to build the capabilities of trainers, assessors and administrators to maintain and improve standards for training.

## 2013 NSW Training Awards

The Department conducts the annual NSW Training Awards to recognise outstanding achievement in the VET sector. The awards honour and reward the achievements of students, teachers, training organisations, and large and small employers. The NSW Training Award winners for 2013 included:

### Apprentice of the Year

Morgan Clementson  
Trade: Retail Baking (Bread) Certificate III  
Trained by: TAFE NSW – Illawarra Institute

### Trainee of the Year

Ashlee Hodson  
Vocation: Certificate III in Business Administration, Business Services  
Trained by: TAFE NSW – South Western Sydney Institute

### Aboriginal and Torres Strait Islander Student of the Year

Markeeta Douglas  
Vocation: Audiometry Certificate IV  
Trained by: TAFE NSW – Western Sydney Institute

### School Based Apprentice/ Trainee of the Year

Alex Dagger  
Trade: Certificate IV in Telecommunications Networks Technology  
Trained by: TAFE NSW – South Western Sydney Institute

### Vocational Student of the Year

Tahnee Jamieson  
Vocation: Diploma of Children's Services  
Trained by: TAFE NSW – Riverina Institute

### VET Trainer/Teacher of the Year

Nicole Reay  
Employed by: Bowral High School

### VET in Schools Student of the Year

Emma McIlwain  
Vocation: Aeroskills Certificate II  
Trained by: TAFE NSW – New England Institute

### 2013 Industry Collaboration Award

Australian Racing and Equine Academy, TAFE NSW – Western Sydney Institute and Racing NSW

### 2013 Large Employer of the Year

Qube Ports

### 2013 Small Employer of the Year

Colin's Butchery

### 2013 Large Training Provider of the Year

TAFE NSW – South Western Sydney Institute

### 2013 Small Training Provider of the Year

Enterprise & Training Company

### 2013 Excellence in Trade Skills

Chloe Hill  
Trade: Hairdressing Certificate III  
Trained by: TAFE NSW – North Coast Institute

### 2013 Phil Darby Memorial Award – Encouragement Award

Monica Acosta  
Vocation: Certificate IV in Community Services Work  
Trained by: ACE North Coast

### Top Apprentice in the Vehicle Trades

Thomas Rann  
Trade: Automotive (Light Vehicle Mechanical) – Certificate III  
Trained by: TAFE NSW – North Coast Institute

### Special Award for a Woman in a Non-Traditional Trade or Vocation

Courtney Harrison  
Trade: Automotive Mechanical Technology (Light Vehicle) Certificate III  
Trained by: TAFE NSW – New England Institute

### Excellence in Electrotechnology

Jordan Butcher  
Trade: Electrical (Electrician) – Electrotechnology Electrician Certificate III  
Trained by: TAFE NSW – Hunter Institute

### Excellence in Manufacturing

Andrew Niedermayer  
Trade: Engineering – Mechanical Trade – Certificate III  
Trained by: TAFE NSW – South Western Sydney Institute

## 2013 Australian Training Awards

The Australian Training Awards are the peak national awards for the VET sector, recognising individuals, businesses and trainers for their contribution to skilling Australia. The winners of each of the individual awards at the NSW Training Awards represented NSW at the national awards in November 2013. The following winners from TAFE NSW demonstrated our commitment to excellence, industry collaboration and student outcomes:

### Aboriginal and Torres Strait Islander Student of the Year

Markeeta Douglas

### Australian Apprentice (Trainee) of the Year

Ashlee Hodson

### Australian Large Training Provider of the Year

TAFE NSW - South Western Sydney Institute

### National Industry Collaboration Award

Partnership between TAFE NSW Western Sydney Institute, Racing NSW, and the Australian Equine and Racing Academy

## TAFE NSW Gili Awards

The TAFE NSW Gili Awards acknowledge the academic excellence and accomplishments of Aboriginal students, the dedication of TAFE NSW staff and the outcomes of TAFE NSW partnerships with industry, schools and Aboriginal communities. The 23rd annual Gili Awards were awarded in August 2013, and recognised excellence in Aboriginal VET. Students received encouragement and achievement awards, and staff were recognised for their professional service to Aboriginal education. Some examples of the many awards in 2013 were:

### Award for Academic Excellence

Paris Robinson  
Trade: Diploma in Community Services Work  
Trained by: TAFE NSW - North Coast Institute

### Apprentice of the Year Award

Dominic Gall  
Trade: Certificate IV in Building and Construction (Building)  
Trained by: TAFE NSW - New England Institute

### Trainee of the Year Award

Suzanne Trindall-Engert  
Trade: Certificate IV in Community Services Work  
Trained by: TAFE NSW - Hunter Institute

### TVET Award

Zachary Trindall  
Trade: Certificate III in Carpentry  
Trained by: TAFE NSW - Sydney Institute

### Aboriginal Staff Award

Connie Ah See  
Head Teacher, Yarradamarra Centre  
TAFE NSW - Western Institute

### Non-Aboriginal Staff Award

Karin Ossedryver  
Teacher, EORA Centre  
TAFE NSW - Sydney Institute

### Bruce Kendall Award for Recognition of Service to TAFE NSW

Merv Donovan  
Equity Manager, Aboriginal Education and Training  
TAFE NSW - Western Institute

### Industry Partnership Award

TAFE NSW - New England Institute

### Community Engagement Award

TAFE NSW - Western Sydney Institute

### Youth Engagement Award

TAFE NSW - South Western Sydney Institute

# New and better ways of doing business

## Smart and Skilled

*Smart and Skilled* is the NSW Government's reform of the NSW VET system. It will give people the opportunity to gain the skills they need to get a job and advance their careers, and ensure a highly skilled workforce and strong NSW economy.

In October 2013, the Minister announced a staged implementation plan for *Smart and Skilled*. The *Smart and Skilled Quality Framework and 2014 NSW Skills List* were published in December 2013 and will apply in 2014. An entitlement to government-subsidised training will commence in January 2015.

The framework was developed in consultation with industry and training providers and will ensure that providers will only be accepted into the system if they demonstrate they are able to meet student and industry needs. The skills list defines the qualifications that will be eligible for government funding. It covers certificate II to advanced diploma qualifications, select foundation skills courses, all apprenticeships and selected traineeships and part qualifications for key groups and sectors.

In 2013, the NSW Skills Board was established to replace the former Board of Vocational Education and Training (BVET). The Board will oversee implementation of *Smart and Skilled* reforms and provide strategic advice on VET to the NSW Government. Membership of the NSW Skills Board was announced in September, with Mr Philip Clark AM as chair. In order to ensure close consultation with industry and training providers, the board agreed to establish three industry reference groups.

## TAFE NSW Statement of Owner Expectations

In August 2013, the Minister for Education released the *TAFE NSW Statement of Owner Expectations*, which documents the NSW Government's new directions for TAFE NSW into the future. The statement was informed by the public consultation (*Let's Talk about TAFE*) and outlines how TAFE NSW will serve as an efficient, effective and relevant service provider in the new VET environment under *Smart and Skilled*.

TAFE NSW will continue to provide statewide services and support the development of skills critical to the State's economy, including for people experiencing disadvantage. Institutes will remain part of the TAFE NSW network, but will progressively have greater autonomy to manage their finances and operations so they can be more responsive to local needs.

## Streamlining apprenticeships and traineeships

In 2013, State Training Services introduced streamlined arrangements supporting competency-based completion of apprenticeships and traineeships, in line with national harmonisation requirements. RTOs now provide an electronic notification to State Training Services when an apprentice or trainee completes their qualification. This allows an apprenticeship or traineeship to be completed on the basis of competency, without a special application being made to the Commissioner for Vocational Training.

To support the new procedures, State Training Services undertook an outreach program to inform Industry Training Advisory Bodies (ITABs), group training organisations and industry associations of the new arrangements. Since the introduction of competency-based progression arrangements in 2012, the proportion of training contracts completed on achievement of competency (rather than the end of the contract term) has significantly increased. In 2013, 54 per cent of apprenticeships and 71 per cent of traineeships were competency-based completions.

State Training Services contacted more than 1,500 employers, apprentices and trainees in 2013 to improve completion rates by updating records and providing information about competency-based completion. As recommended by the Board of Vocational Education and Training (BVET) in *A Fair Deal: Apprentices and their employers in NSW*, we developed recruitment tools to help small to medium-sized employers select the best candidates for an apprenticeship or traineeship. The Department also began conducting industry-specific supervisor workshops to support improved completion rates. As a result, competency-based completions increased by seven per cent since 2012.

NSW also continues to work with the Commonwealth and other states to harmonise apprenticeship and traineeship regulations and bring greater consistency to a range of administrative and regulatory requirements.

## Partnering with industry to meet local skills needs

TAFE NSW collaborates with industry to deliver workforce development solutions to position businesses, local communities and the NSW economy for growth. TAFE NSW institutes seek direction, feedback and information from local, state and federal industry bodies, Industry Skills Councils and other industry forums and groups.

TAFE NSW – Western Sydney Institute and Racing NSW established the Australian Racing and Equine Academy to provide workforce development in all aspects of the racing industry. The academy won the National Industry Collaboration Award at the 2013 Australian Training Awards.

TAFE NSW - South Western Sydney Institute established 108 memoranda of understanding and service agreements with industry. The Institute will provide quality assurance and auditing services to the Hyundai Registered Training Organisation, and State Energy Authority to deliver safe tree trimming. Newcrest Mining's Cadia Valley Operations donated a new training facility to TAFE NSW - Western Institute, Orange campus. The purpose-built facility was designed to provide a safe and practical training environment for electrical apprentices in the region. The Institute's Dubbo campus also benefited from the donation of a \$100,000 underground mining loader from New Gold's Peak Gold mine.

The Department's *Apprenticeship and Traineeship Training Program* provided over \$62 million to train more than 69,000 apprentices and trainees in 2013. 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.

Through the NSW *Youth Attainment and Transitions Pre-apprenticeship Program*, State Training Services also provided \$3.88 million to place over 1,200 young people into pre-apprenticeship training in 2013. Over 120 courses were available through partnerships between employers and registered training organisations.

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

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

The TAFE NSW eLearning Hub helps each institute to design engaging learning experiences, provide e-learning solutions, share knowledge across institutes, and promote good practice in online teaching and learning. Projects included a series of webinars for staff, collaborative eCommunities and industry communities. The *VLEnable Project* supported TAFE NSW teachers to develop skills in flexible learning, e-learning and other technologies to improve the competitiveness of TAFE NSW services. TAFE NSW also released the *SkillsLocker* web application in August 2013. This enables students to collect assessments and evidence of prior learning on mobile devices and match to units of competency to fast track their progress.

As an example of how institutes employed these innovative technologies, TAFE NSW - Illawarra Institute showcased the *National VET eLearning Strategy Project* in Melbourne. Skype is used to communicate between teachers and students, and in the future it will allow the Institute to record assessments and enable networking of students in remote areas. As part of the *Trades and Technology eHub* project, a series of workshops and coaching sessions was provided to build the skills of trade and head teachers

using the Moodle environment. Over 90 courses on the online platform were delivered in the areas of automotive, transport and maritime building and construction, electro-technology, engineering, manufacturing and mining, environmental, horticulture and animal studies.

TAFE NSW - North Coast Institute launched the TAFEnow website. TAFEnow enables students to complete their enrolment online, as well as access quality learner resources and receive immediate feedback on queries and assessments. Over 25 full qualifications, six short courses and a variety of single units were available to students online in 2013.

The TAFE NSW – Northern Sydney Institute’s Learning and Innovation Centre provided students with dedicated centres of excellence in health, digital media and information technology. Students have access to the latest technology and facilities to support their learning and study practice, including video-streamed simulation rooms, touch-controlled interactive data projectors, video-conferencing and e-learning booths in lecture theatres. The campus has established strong links to the film and broadcast industry and has a reputation for producing creative and enterprising work-ready graduates.

NSW AMES provided a suite of multimedia English courses and mobile language learning apps. Courses featured our Learner Management System for student enrolment and tracking, online assessment tools for certificates in spoken and written English, mobile apps, student workbooks and teacher and assessor guides. In 2013, over 200 institutions, domestically and internationally, integrated the NSW AMES online English courses, curriculum and teaching materials into their existing English language programs.

## Improving business systems

The LMBR program aims to modernise the way TAFE NSW manages and delivers student enrolment and administration, learning and support, finance, human resources and technology services. The program's core objectives are to support the Government's broader reform program, deliver improved educational outcomes, and better services to staff and students.

The first LMBR solutions for TAFE NSW, the human resources and payroll systems, were successfully deployed to four institutes in August and October 2013. Deployment is scheduled for the remaining six institutes in January 2014. The TAFE NSW student management and administration systems, as well as an upgrade to the finance system, are scheduled for deployment in 2014.



# Performance report: In our communities

# Our performance targets

## Increase the proportion of the NSW population involved in volunteering

Research shows that people who volunteer have better wellbeing, are healthier and live longer than people who do not. Volunteering also supports and extends government-funded services and delivers care and support to people in local communities. Our target is to exceed the national average by 2016. In 2010, the estimated proportion of adults involved in formal volunteering in NSW rose to approximately 36.6 per cent, slightly higher than the national average (see figure 18).

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

Community participation develops relationships between people outside their close personal relationships, providing a wider pool from which people can draw resources and contribute to society. 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 (see figure 19).

**Figure 18:** Percentage of people aged 18 and over who undertook voluntary work for an organisation in the last 12 months (2006-2010)



Sources: Australian Bureau of Statistics (ABS), *General Social Survey, 2006* (cat. no. 4159155001); *General Social Survey: Summary Results, 2006* (cat. no. 159.0.2006); *Voluntary Work, Australia 2010*, (cat. no. 41590D0007\_201). 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. Survey results are available every four years.

**Figure 19:** Percentage of people aged 18 and over who were involved with a community support organisation in the last 12 months (2006-2010)

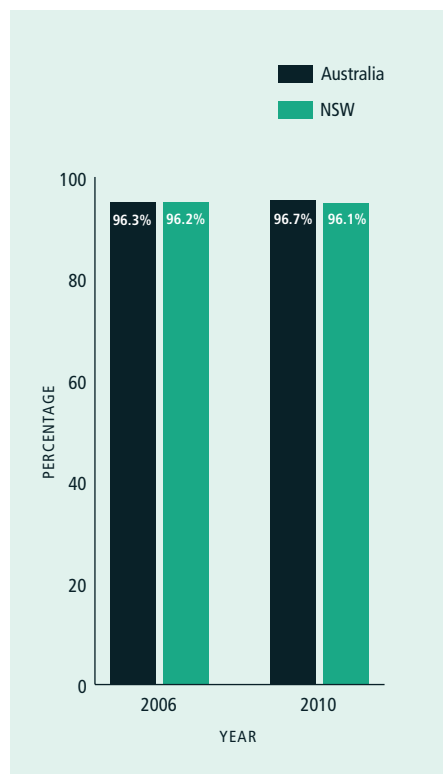


Sources: Australian Bureau of Statistics (ABS) *General Social Survey, 2006* (cat no.: 4159155001); *General Social Survey, 2006* (cat. no. 4159.0.2006); *General Social Survey (2010), expanded CURF, RADL; General Social Survey* (cat. no.41590D0006\_2010). Note: Care needs to be taken with the interpretation of survey data as high standard errors can mean that differences from year to year are not significant. Survey results are available every four years.

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

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 (see figure 20).

**Figure 20:** Percentage of people aged 18 and over who had contact with family and friends living outside the household in the last week (2006-2010)

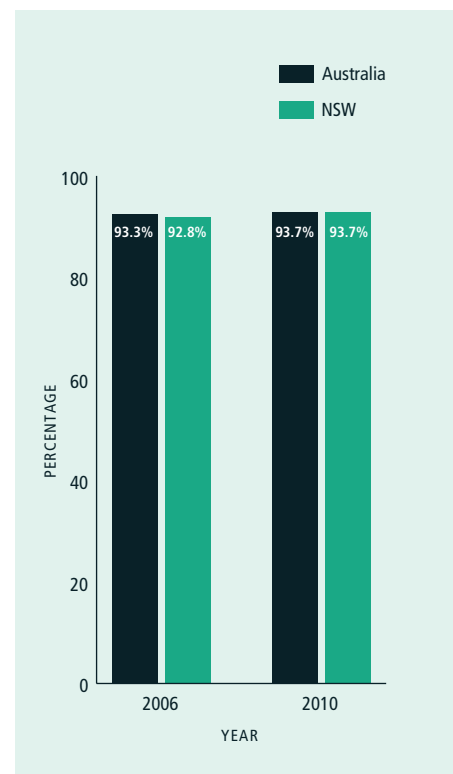


Sources: Australian Bureau of Statistics (ABS), *Australian Social Trends: Data Cube, Family and Community, 1998-2011* (cat. no. 4102.0); *General Social Survey* (2010), expanded CURF, RADL. Note: Care needs to be taken with the interpretation of survey data as high standard errors can mean that differences from year to year are not significant. 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

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 is consistent with the national average (see figure 21).

**Figure 21:** Percentage of people aged 18 and over who were able to get support in a time of crisis (2006-2010)



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. 41590D0006\_2010); *General Social Survey 2010* expanded CURF, RADL. 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. Survey results are available every four years.

### Close the life expectancy gap within a generation

The Department supports the *National Indigenous Reform Agreement* target to close the life expectancy gap between Aboriginal and non-Aboriginal people within a generation (by 2031). As life expectancy data are only available five yearly, a proxy target of death rates is used by the Council of Australian Governments (COAG). The most recent COAG Reform Council report states that there has been no significant change in NSW Aboriginal death rates between 1998 and 2011.

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

The *Partnership Community Program* was initially established to operate in 40 communities across NSW. Through a more effective use of program resources, the Department now supports 97 communities to improve local governance and engagement with government.

The release of the NSW Government's plan for Aboriginal affairs, *OCHRE: Opportunity, choice, healing, responsibility, empowerment*, set a new direction for supporting Aboriginal community governance at a regional level through its Local Decision-Making initiative.

### Increase access for people to learn Aboriginal languages

In 2013, 46 schools participated in the *Aboriginal Languages in Schools Program* which supported the teaching of 10 Aboriginal languages by 39 Aboriginal language tutors, with 1,304 Aboriginal and 3,315 non-Aboriginal students participating in the program.

TAFE NSW is responsible for all delivery of qualifications in Aboriginal languages. Courses are developed and delivered in collaboration with local Aboriginal community groups and Aboriginal language speakers. In 2013, 357 students enrolled in these courses at four institutes, an increase of 31 per cent over the previous year.

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

Sport and physical recreation are important to the Australian sense of identity and are a major way that people 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 62.7 per cent in 2009-10. This puts us on par with the national average and on track to achieve this target (See figure 22).

### Increase the number of opportunities for cultural participation

There is no data source for the number of events and activities planned or held in NSW. The Department's performance targets and initiatives to increase participation in sport and recreation activities, community involvement and partnerships with Aboriginal communities are detailed elsewhere in the Annual Report.

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



Source: Australian Bureau of Statistics (abs), *Participation in Sport and Physical Recreation, Australia, 2011-12*, (cat no. 4177.0).  
 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. 2013–14 survey results are expected to be available in late 2014.

# Our priorities: In our communities

## High expectations, closing the gaps

### ***OCHRE: Opportunity, choice, healing, responsibility, empowerment***

In April 2013, the Minister for Aboriginal Affairs released OCHRE, the Government's new plan for Aboriginal affairs in NSW, and its response to the recommendations of the NSW Auditor-General, the NSW Ombudsman and the Ministerial Taskforce on Aboriginal Affairs. OCHRE focuses on revitalising Aboriginal language and culture, creating opportunities and empowering Aboriginal people to take responsibility for their own future.

Aboriginal Language and Culture Nests will create pathways for Aboriginal students, teachers and community members to teach and learn traditional languages. In 2013, we established the North West Wiradjuri Nest that will serve as a springboard for local school students and community members to revitalise their language and culture. We expect to launch four more trial nests for Paakintji, Gamilaraay, Bundjalung and Gumbayngirr in early 2014.

Opportunity Hubs aim to connect Aboriginal students to real and sustainable jobs. The purpose of the hubs is to coordinate and broker services that support Aboriginal young people to stay at school and progress to further education, training and sustainable employment. In 2013, we selected non-government providers for trial hubs in Dubbo and the upper Hunter. Providers in Tamworth and Campbelltown will be selected in 2014. We have also negotiated an industry-based agreement with the minerals sector to improve employment outcomes and support Aboriginal enterprises.

Local Decision-Making is already empowering Aboriginal leaders and communities to take responsibility for their own futures, and make decisions about the government services that will help them get there. In December 2013, the initiative was rolled out to the Murdi Paaki Regional Assembly in far western NSW, the Illawarra and Wingecarribee Regional Partnership Alliance, and the Many Rivers Regional Coalition of Aboriginal Peak Organisations on the north coast of NSW.

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

In partnership with the Australian Office for Sport, the Department provided funds to state sporting organisations that had identified Aboriginal outcomes in their national participation plans.

Over \$180,000 was allocated to nine sports including AFL, cricket, football, netball, swimming and surfing organisations. We also established the Indigenous Sport Network to link these organisations together, share strategies and identify areas of collaboration.

Our Aboriginal sport development officers helped to deliver swimming programs in the north coast region, involving 147 Aboriginal young people. Officers also worked with the Guyra Shire Council to organise three local basketball competitions, and worked with Netball NSW to accredit six new umpires in Bourke and 15 coaches in Brewarrina. In Broken Hill, we worked with NSW Netball and the Far West Academy of Sport to deliver clinics, mentoring and assistance for Aboriginal netball coaches to acquire a higher level of coaching accreditation.

We also supported a range of cultural festivals, events and activities to showcase Aboriginal culture and talent, increase community awareness and appreciation of Aboriginal culture and history, and help advance reconciliation between Aboriginal and non-Aboriginal communities. We supported the annual Yabun Festival, the largest one-day event in Australia celebrating Aboriginal culture, which was attended by over 20,000 people. The Saltwater Freshwater Festival on the mid-north coast attracted over 15,000 people.

We also supported the Tamworth Aboriginal Cultural Showcase, which is held annually during the country music festival. This year, the event attracted more than 6,000 people. Aboriginal Affairs also participated in the launch of

Sydney's Corroboree Festival, a new way of celebrating Australia's rich cultural heritage, presenting over 11 days and nights of Aboriginal artists, writers, dancers and musicians showcasing their creativity and stories.

## Increasing access to Aboriginal languages

In 2013, the Department introduced a new funding mechanism to deliver the *Aboriginal Languages in Schools* program. We allocated \$500,000 to the NSW AECG to engage and support Aboriginal communities in delivering the program.

TAFE NSW institutes continued to offer qualifications in Aboriginal languages in collaboration with local community groups and Aboriginal language speakers. For example, TAFE NSW - Hunter Institute worked with local Aboriginal land councils to develop resources, program pathways and appropriately qualified language facilitators to support Gathang, Wonarua, Awabakal and Darkinjung language groups. TAFE NSW - Riverina Institute delivered the AQF Certificate I in Aboriginal Languages in partnership with Narrandera High School, the NSW AECG and local community elders. The Institute also delivered Aboriginal language components within the Diploma of Aboriginal Studies, delivered to students across NSW.

Under OCHRE, five Aboriginal Language and Culture Nests will be established. To support the coordination of teaching Aboriginal languages, a revised Scope and Sequence K-10 was developed by Aboriginal representatives from the five language groups, in collaboration with the Department's Aboriginal Education and Community Engagement unit, the AECG and the NSW Board of Studies. This will further compliment the *Aboriginal Languages in Schools* program already operating in schools across NSW.



## Enhancing sporting and recreation opportunities for people with disability

In 2013, we coordinated a range of initiatives designed to assist people with disability to become more active, and established strong working links between the disability sector and the sports industry. More than 55 people with disability were provided access to our services with the support of the companion card. The companion card allows people with a significant and permanent disability to participate in community activities and events. Venues and services participating in the program will issue cardholders with a second ticket for their companion at no charge.

Our regional offices facilitated local sports programs and training opportunities for 1,382 participants and our centres provided day programs for 3,220 participants. A number of community organisations accessed our sport and recreation centres in 2013, including Muscular Dystrophy NSW, the Deaf Society of NSW and the Schizophrenia Fellowship of NSW. Our centres also hosted 15 respite camps for teens with an intellectual disability for 145 young people, their families and support workers. Lake Ainsworth Sport and Recreation Centre accommodated four Camp Willing and Able overnight camps for 119 people with physical or intellectual disability.

Through our grants program, we helped community organisations run sporting and recreational events, and upgrade their facilities to improve access for people with disability.

We provided \$220,000 to 18 state sporting organisations, including Wheelchair Sports NSW and Sailability NSW. At the elite level, we contributed \$30,000 to the Australian Paralympic Committee for its NSW operations, and \$70,000 to the NSW Institute of Sport for a scholarship program for elite-level athletes with disability.

The Department also worked in partnership with the NSW Department of Family and Community Services to deliver a number of key initiatives under the *National Disability Strategy NSW Implementation Plan*. The Department funded initiatives in nine state sporting organisations to increase the participation of people with disability, and delivered the *School Sport Disability Program* to over 1,590 students.

We also contributed \$1 million towards the inaugural 2013 Special Olympics Australia Asia-Pacific Games in the Newcastle and Hunter region. The event involved more than 2,500 athletes, coaches and support personnel from 29 countries in nine sports.

The Department also supported the successful Return2Sport Expo, a two-day event at Sydney Olympic Park hosted by the Royal Rehabilitation Centre. The event involved over 650 people with disability, 120 school students, 60 corporate volunteers and 50 sporting organisations, and promoted opportunities for people to access sport and recreational activities. A regional Return2Sport pilot was also held in Newcastle.

# Stronger communities and leadership

## Making volunteering easier and more rewarding

The Department has made significant progress in implementing the *NSW Volunteering Strategy* that was launched by the Minister for Citizenship and Communities in May 2012.

In May 2013, following consultation with over 5,000 volunteers and organisations, the Minister for Citizenship and Communities launched the *Statement of Principles for the Recognition of Volunteers*. It aims to improve respect, dignity and fairness for volunteers and has already been endorsed by around 60 organisations representing more than 400,000 volunteers.

Timebanking is a scheme that involves a network of members who can earn time credits when volunteering their time, and spend these credits on a service from another volunteer. We continued our timebanking trial in the Newcastle, Hunter, Lake Macquarie and Central Coast regions where more than 4,000 people exchanged over 8,000 hours of services during the trial period. An evaluation of the program found that it was one of the largest in the world, it attracted new people to volunteering, created social networks and a sense of community, and improved the quality of life for those involved. Following the success of the trial, the Minister for Citizenship and Communities announced that the program would be extended to 30 new sites across NSW in 2014. The program will continue in the trial sites under Volunteering Central Coast and Hunter Volunteering Centre.

In 2013, we subsidised 620 police checks for volunteers in aged care, provided local training for 50 volunteer managers and created career paths for 45 volunteer managers through the new AQF Certificate IV in Volunteer Program Coordination.

We convened a corporate volunteering forum with 80 participants from leading companies and major non-government organisations, and provided people with the opportunity to discuss the personal benefits of volunteering with our international speaker. We also contributed \$30,000 to support the Volunteer of the Year Awards and a regional awards program in 19 locations across NSW. More than 338 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 2013, we conducted a number of events and courses aimed at improving leadership, networking and development opportunities for people involved in sport and recreation.

The Department ran over 270 sport development courses in metropolitan and regional areas to help sport volunteers build important skills in sports administration, marketing, sponsorship, fundraising, volunteer management, child protection, member protection and sports safety. The courses were attended by over 4,412 participants. Around 900 coaches and officials were trained under our coaching and officiating program. Courses were offered online or face-to-face, and catered for beginners through to experienced participants.

Our sport rage prevention kit and *Coloured Vest Program* continued to be popular with sports administrators. Thirty-six sport rage kits, 30 coloured vest kits, and over 12,400 promotional items were distributed to help protect officials from abuse.

We conducted nine free Sports Talks, covering a range of current industry issues and exploring ways to expand participation opportunities into different sports markets. These events attracted over 550 people from state sport organisations.

### Strengthening youth leadership

We delivered 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 initiative provides funding to youth organisations and local government for mentoring and other projects to help young people lead and participate in community development activities. Sixty-one projects have been funded to implement 871 youth-led and youth-driven community activities, engaging more than 8,100 young people.

We also supported Youth Week 2013 in April 2013. Youth Week involved over 3,700 young people in planning and running activities to celebrate the achievements of young people. We contributed around \$245,000 in grants to local councils to support around 790 local activities, with an estimated 110,700 people participating.

We also supported the Youth Advisory Council which met seven times in 2013. In the lead up to Youth Week, the council co-hosted a forum with NSW Health. Over 80 young people were involved in a discussion on the rising rate of sexually transmitted infections among young people and suggesting strategies which NSW Health could adopt to address the issue. The council also undertook work on young people's engagement and participation with local government.

### Leading community remembrance and honouring the sacrifices of the past

In 2013, we worked closely with the Centenary of Anzac Council ambassadors to lead community engagement as part of the Centenary of the First World War 2014-2018 commemorations, under the Chairmanship of General Peter Cosgrove AC MC (Ret'd). In June 2013, the Minister for Citizenship and Communities announced six new Anzac ambassadors, bringing the total to 31.

In December, the Minister also announced *Joining Forces*, a joint initiative between the NSW Government, Sydney Legacy and Returned and Services League (RSL) NSW, to engage multicultural communities in remembrance activities.

We awarded 28 memorial scholarships to Year 10 and 11 students to travel to sites of military significance in Vietnam, Singapore, France and Belgium. Twenty-one Anzac community grants were awarded to engage young people and multicultural communities in the Anzac legacy and Australia's participation in war and peacekeeping operations. The Community War Memorials Fund provided grants to 36 RSL clubs, local councils and community organisations to conserve and restore the State's war memorials.

## Implement place-based and population strategies to make communities stronger

In 2013, the Department undertook a number of projects to make communities stronger through place-based and population strategies. For example, the Department is driving several projects in Sydney and the North Coast to increase community use of government-owned facilities, better engage with young people and improve the coordination of youth services. We also completed implementation of the *South West Action Plan* with over 20 local projects demonstrating effective and inexpensive ways to engage local communities, improve connections between communities and promote harmony.

The Department continued to deliver the *Tackling Violence* program, expanding it to 28 clubs in 23 communities. *Tackling Violence* is a domestic violence program that engages men through rugby league clubs in rural and regional communities. It includes education programs for players and local high school students, a social marketing campaign, and sponsors clubs in return for branding on

club jerseys. Club players and officials sign a code of conduct, and breaches of the code result in players being suspended from competition.

As part of the national *Remote Service Delivery* program, the Department led the development of youth services plans in Walgett and Wilcannia. Both plans have now been endorsed and Bourke Council is constructing a skate park in response to the top priority identified by the town's young people.

Several major initiatives under the NSW Government's *Volunteering Strategy* were trialled across NSW. This included Bathurst Grows, a project that explored how volunteering can create pathways to employment for people from disadvantaged backgrounds.

# New and better ways of doing business

## Improving our sporting facilities

Sporting infrastructure is an important contributor to the State's economy. Our major stadiums and venues allow us to attract national and international events to NSW, and secure the social and economic benefits that flow from them.

The *NSW Stadia Strategy* was released in 2012 and guides future investment in facilities for the benefit of participants and spectators. In 2013, we continued to work closely with sporting organisations, clubs and local government to implement the strategy.

We also continued to progress the NSW Government's commitment of \$47 million in grants to upgrade community infrastructure.

For example, we contributed \$1.2 million to upgrade Plum Park on the Central Coast. This will establish the ground as the home of football in the region, increasing the number of events it can host and improve the match day experience for players and spectators.

Our *Sport and Recreation Participation and Facility Program* provided a total of \$2.6 million to over 150 community sport facilities, the *Surf Club Facility Grant Program* provided a total of \$2 million to 16 surf life saving clubs in NSW and the *Safe Shooting Program* provided \$800,000 to 76 shooting clubs to improve their facilities.

# Financial Statements

## DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

### Financial Statements

For the year ended 30 June 2013

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## 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 2013, 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.

#### Opinion

In my opinion the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2013, 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 audit opinion.

My 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.



Aaron Green  
Director, Financial Audit Services

3 October 2013  
SYDNEY

**DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)**  
**Financial Statements**

For the year ended 30 June 2013

**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:

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 NSW General Government Sector, the *Public Finance and Audit Regulation 2010* and the Treasurer's Directions;
2. The financial statements exhibit a true and fair view of the financial position and financial performance of the Department; and
3. I am not aware of any circumstances, which would render any particulars included in the financial statements to be misleading or inaccurate.



**DIRECTOR-GENERAL OF EDUCATION AND COMMUNITIES**



## Start of Audited Financial Statements

## Statement of comprehensive income for the year ended 30 June 2013

	Notes	Actual 2013 \$'000	Budget 2013 \$'000	Actual 2012 \$'000
<b>Expenses excluding losses</b>				
Operating expenses		8,977,492	9,410,654	9,229,709
Employee related	2(e)	2,102,668	2,228,380	2,064,047
Other operating expenses	2(b)	660,506	530,556	500,381
Depreciation and amortisation	2(c)	1,868,001	2,039,455	1,725,852
Grants and subsidies	2(d)	19,167	20,409	19,147
Finance costs	2(e)			
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>		<b>13,627,834</b>	<b>14,229,454</b>	<b>13,539,136</b>

<b>Revenue</b>				
Recurrent appropriation	3(e)	11,737,912	12,078,503	11,361,988
Capital appropriation	3(e)	485,797	514,944	671,247
Sale of goods and services	3(b)	482,368	566,941	478,553
Investment revenue	3(c)	46,062	48,168	53,800
Grants and contributions	3(c)	159,328	403,194	99,916
Acceptance by the Crown Entity of employee benefits and other liabilities	3(e)	347,707	618,581	752,150
Other revenue	3(f)	360,448	6,935	332,238
Personnel services revenue	3(g)	28,620	--	26,057
<b>Total Revenue</b>		<b>13,648,242</b>	<b>14,237,266</b>	<b>13,775,359</b>
<b>Gain / (loss) on disposal</b>	4	(17,689)	--	(5,705)
<b>Other gains / (losses)</b>	5	(8,925)	(68)	(20,434)
		<b>(26,614)</b>	<b>(68)</b>	<b>(26,139)</b>
<b>Net result</b>	24	<b>(6,206)</b>	<b>7,744</b>	<b>210,084</b>

## Other comprehensive income

Items that will not be reclassified to net result  
Net increase / (decrease) in property, plant and equipment revaluation surplus

	(1,236,939)	--	6,012,519
Superannuation actuarial gains / (losses)	15,263	--	(29,499)

<b>Total other comprehensive income</b>	<b>(1,221,676)</b>	<b>--</b>	<b>5,983,020</b>
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<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(1,227,882)</b>	<b>--</b>	<b>6,193,104</b>
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The accompanying notes form part of these financial statements.

## Statement of financial position as at 30 June 2013

	Notes	Actual 2013 \$'000	Budget 2013 \$'000	Actual* 2012 \$'000	1 July 2011 \$'000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and cash equivalents	9	1,180,833	755,863	984,180	810,804
Receivables	10	112,788	129,059	132,057	126,549
		1,293,621	884,922	1,116,237	937,353
Non-current assets held for sale	14	1,093	702	805	777
<b>Total Current Assets</b>		<b>1,294,714</b>	<b>885,624</b>	<b>1,117,042</b>	<b>938,130</b>
<b>Non-Current Assets</b>					
Receivables	10	8,188	5,747	10,378	12,407
Other financial assets	11	446	2,994	446	446
Property, plant and equipment	12	7,646,635	6,419,656	7,855,961	6,699,753
- Land		17,286,716	14,083,264	18,473,875	13,540,449
- Buildings		308,125	231,392	321,622	337,004
- Plant and equipment		25,241,476	20,734,312	26,651,488	20,577,206
Total property, plant and equipment		415,322	443,479	348,758	295,747
Intangible assets	13	25,665,430	21,186,532	27,011,040	20,885,806
<b>Total Non-Current Assets</b>		<b>25,665,430</b>	<b>21,186,532</b>	<b>27,011,040</b>	<b>20,885,806</b>
<b>Total Assets</b>		<b>28,960,144</b>	<b>22,072,156</b>	<b>28,128,082</b>	<b>21,823,936</b>

## LIABILITIES

## Current Liabilities

Payables	16	700,626	504,031	619,437	612,796
Borrowings	17	5,507	5,453	145,728	145,355
Provisions	18	711,743	360,720	743,416	655,435
Other	19	43,161	100,105	197,667	2,422
<b>Total Current Liabilities</b>		<b>1,461,037</b>	<b>970,309</b>	<b>1,528,348</b>	<b>1,416,008</b>

## Non-Current Liabilities

Borrowings	17	328,400	191,788	193,406	198,634
Provisions	18	13,801	10,608	14,660	10,240
Other	19	4,594	6,714	5,811	6,714

## Total Non-Current Liabilities

		<b>346,795</b>	<b>209,110</b>	<b>213,877</b>	<b>215,588</b>
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<b>Total Liabilities</b>		<b>1,807,832</b>	<b>1,179,419</b>	<b>1,742,225</b>	<b>1,631,596</b>
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## Net Assets

		<b>25,152,312</b>	<b>20,892,737</b>	<b>26,385,857</b>	<b>20,192,340</b>
--	--	-------------------	-------------------	-------------------	-------------------

## EQUITY

Reserves		8,871,833	4,094,634	10,125,314	4,088,467
Accumulated funds		16,279,857	16,798,103	16,240,728	16,097,706

Amounts recognised in equity relating to assets held for sale

	14	622	--	19,815	6,167
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<b>Total Equity</b>		<b>25,152,312</b>	<b>20,892,737</b>	<b>26,385,857</b>	<b>20,192,340</b>
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\* Some values are restated as a result of adjustment for prior period errors – refer to note 7.

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 2013

	Accumulated Funds	Asset Revaluation Surplus	Other Reserves (Amount recognised in equity relating to assets held for sale)	Total
	\$'000	\$'000	\$'000	\$'000
Notes				
Balance at 1 July 2012	16,240,728	10,125,314	19,815	26,385,857
Net result for the year	(6,206)	--	--	(6,206)
<b>Other comprehensive income:</b>				
Net increase / (decrease) in property, plant and equipment asset revaluation surplus	--	(1,236,939)	--	(1,236,939)
Superannuation actuarial gains / (losses)	15,263	--	--	15,263
<b>Total other comprehensive income</b>	<b>15,263</b>	<b>(1,236,939)</b>	<b>--</b>	<b>(1,221,676)</b>
<b>Total comprehensive income for the year</b>	<b>9,057</b>	<b>(1,236,939)</b>	<b>--</b>	<b>(1,227,882)</b>
<b>Transactions with owners in their capacity as owners:</b>				
Increase / (decrease) in net assets from equity transfers	(6,692)	--	--	(6,692)
Other	1,029	--	--	1,029
<b>Total transactions with owners in their capacity as owners</b>	<b>(5,663)</b>	<b>--</b>	<b>--</b>	<b>(5,663)</b>
<b>Transfers within equity:</b>				
Asset revaluation reserve balance transferred to equity on disposal of assets	35,735	(16,542)	(19,193)	--
<b>Balance at 30 June 2013</b>	<b>16,279,857</b>	<b>8,871,833</b>	<b>622</b>	<b>25,152,312</b>

The accompanying notes form part of these financial statements.

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## DEPARTMENT OF EDUCATION AND COMMUNITIES (including TAFE Commission)

## Statement of changes in equity for the year ended 30 June 2013 (continued)

	Accumulated Funds	Asset Revaluation Surplus	Other Reserves (Amount recognised in equity relating to assets held for sale)	Total
	\$'000	\$'000	\$'000	\$'000
Notes				
Balance at 1 July 2011	16,592,586	4,088,467	6,167	20,687,220
Correction of errors	(494,880)	--	--	(494,880)
Restated total equity 1 July 2011	16,097,706	4,088,467	6,167	20,192,340
Net result	210,084	--	--	210,084
<b>Other comprehensive income:</b>				
Net increase / (decrease) in property, plant and equipment revaluation surplus	--	6,012,519	--	6,012,519
Superannuation actuarial gains / (losses)	(29,499)	--	--	(29,499)
<b>Total other comprehensive income</b>	<b>(29,499)</b>	<b>6,012,519</b>	<b>--</b>	<b>5,983,020</b>
<b>Total comprehensive income for the year</b>	<b>180,585</b>	<b>6,012,519</b>	<b>--</b>	<b>6,193,104</b>
<b>Transactions with owners in their capacity as owners:</b>				
Increase / (decrease) in net assets from equity transfers	--	--	--	--
Other	413	--	--	413
<b>Total transactions with owners in their capacity as owners</b>	<b>413</b>	<b>--</b>	<b>--</b>	<b>413</b>
<b>Transfers within equity:</b>				
Asset revaluation reserve balance transferred to equity on disposal of assets	(37,976)	24,328	13,648	--
<b>Balance at 30 June 2012</b>	<b>16,240,728</b>	<b>10,125,314</b>	<b>19,815</b>	<b>26,385,857</b>

The accompanying notes form part of these financial statements.

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## Statement of cash flows for the year ended 30 June 2013

	Actual 2013 \$'000	Budget 2013 \$'000	Actual 2012 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Payments			
Employee related	(8,622,739)	(8,770,721)	(8,404,312)
Grants and subsidies	(1,965,623)	(2,038,855)	(1,737,209)
Finance costs	(19,167)	(20,409)	(19,147)
Other	(2,249,133)	(2,464,462)	(2,244,855)
<b>Total Payments</b>	<b>(12,856,562)</b>	<b>(13,294,447)</b>	<b>(12,405,523)</b>
Receipts			
Recurrent appropriation	11,743,096	12,078,503	11,378,749
Capital appropriation	504,007	514,944	671,247
Sale of goods and services	560,009	564,107	532,813
Interest received	48,972	48,168	51,306
Grants and contributions	111,676	390,501	99,010
Other	639,836	261,174	482,629
<b>Total Receipts</b>	<b>13,607,596</b>	<b>13,857,397</b>	<b>13,215,753</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>751,034</b>	<b>562,950</b>	<b>810,230</b>
24			
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of land and buildings and plant and equipment	5,212	24,800	43,185
Proceeds from sale of investments	--	380	--
Purchases of land and buildings and plant and equipment	(554,365)	(438,688)	(675,194)
Other	--	(100,320)	--
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(549,153)</b>	<b>(514,828)</b>	<b>(631,959)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings and advances	(5,228)	(141,817)	(4,855)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>(5,228)</b>	<b>(141,817)</b>	<b>(4,855)</b>
<b>NET INCREASE / (DECREASE) IN CASH</b>	<b>196,653</b>	<b>(93,695)</b>	<b>173,376</b>
Opening cash and cash equivalents	994,180	849,556	810,604
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>1,190,833</b>	<b>755,863</b>	<b>984,180</b>

The accompanying notes form part of these financial statements.

## Supplementary Financial Statements

## Service group statements for the year ended 30 June 2013

	24.1 * 2013 \$'000	2012 \$'000	24.2 * 2013 \$'000	2012 \$'000	24.3 * 2013 \$'000	2012 \$'000
<b>DEPARTMENT'S EXPENSES &amp; INCOME</b>						
Expenses excluding losses						
Operating expenses						
• Employee related	37,393	35,776	3,860,201	4,040,430	3,674,376	3,640,485
• Other operating expenses	3,096	2,896	950,754	913,200	719,773	704,918
Depreciation and amortisation	2,016	417	274,642	231,946	246,787	178,360
Grants and subsidies	188,117	188,007	103,528	97,324	95,609	17,701
Finance costs	--	--	15,837	15,838	3,330	3,309
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>230,622</b>	<b>227,086</b>	<b>5,204,962</b>	<b>5,298,738</b>	<b>4,739,875</b>	<b>4,544,773</b>
Revenue**						
Recurrent appropriation	--	--	--	--	--	--
Capital appropriation	--	--	--	--	--	--
Sale of goods and services	4,556	4,434	35,500	35,693	45,798	57,945
Investment revenue	--	--	23,475	24,020	20,763	20,899
Grants and contributions	--	--	47,705	42,106	67,346	32,894
Acceptance by the Crown Entity of employee benefits and other liabilities	--	--	--	--	--	--
Other revenue	50	--	190,827	176,137	165,164	153,579
Personnel services revenue	--	--	--	--	--	--
<b>Total revenue</b>	<b>4,606</b>	<b>4,434</b>	<b>297,507</b>	<b>277,956</b>	<b>299,091</b>	<b>265,317</b>
Gain / (loss) on disposal	--	--	(27)	(18,864)	(14)	12,829
Other gains / (losses)	--	--	(6,788)	(20,570)	(3,601)	(192)
<b>Net result</b>	<b>(226,016)</b>	<b>(222,662)</b>	<b>(4,914,250)</b>	<b>(5,060,216)</b>	<b>(4,444,399)</b>	<b>(4,266,819)</b>
<b>Other Comprehensive Income</b>						
Increase / (decrease) in revaluation surplus	--	--	--	--	--	--
Superannuation actuarial gains / (losses)	--	--	--	--	--	--
<b>Total Other Comprehensive Income</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(226,016)</b>	<b>(222,662)</b>	<b>(4,914,250)</b>	<b>(5,060,216)</b>	<b>(4,444,399)</b>	<b>(4,266,819)</b>

\* The names and purposes of each service group are summarised in Note 8.  
\*\* Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the 'Not Attributable' column.

## 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 *	
	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>						
Cash and cash equivalents	--	--	322,192	321,172	260,123	267,276
Receivables	862	1,216	14,745	18,011	14,631	22,082
Non-current assets held for sale	--	--	--	--	--	--
<b>Total current assets</b>	<b>862</b>	<b>1,216</b>	<b>336,937</b>	<b>339,183</b>	<b>274,754</b>	<b>289,358</b>
<b>Non-current Assets</b>						
Receivables	93	140	724	1,124	934	1,825
Other financial assets	--	--	--	--	--	--
Property, plant and equipment	47,341	--	11,614,900	12,910,669	8,579,747	8,564,562
Intangibles	--	--	--	--	--	--
<b>Total non-current assets</b>	<b>47,434</b>	<b>140</b>	<b>11,615,624</b>	<b>12,911,793</b>	<b>8,580,681</b>	<b>8,566,387</b>
<b>TOTAL ASSETS</b>	<b>48,296</b>	<b>1,356</b>	<b>11,952,561</b>	<b>13,250,976</b>	<b>8,855,435</b>	<b>8,855,745</b>
<b>Current liabilities</b>						
Payables	2,256	1,814	185,362	161,443	164,178	141,787
Borrowings	--	--	2,866	2,721	2,641	2,507
Provisions	3,069	1,772	316,926	197,974	301,672	178,322
Other	--	--	--	--	--	--
<b>Total current liabilities</b>	<b>5,325</b>	<b>3,586</b>	<b>505,154</b>	<b>362,136</b>	<b>468,491</b>	<b>322,616</b>
<b>Non-current liabilities</b>						
Borrowings	--	--	97,783	100,648	90,117	92,758
Provisions	54	56	5,603	6,213	5,333	5,596
Other	175	213	1,368	1,712	1,764	2,779
<b>Total non-current liabilities</b>	<b>229</b>	<b>289</b>	<b>104,754</b>	<b>108,573</b>	<b>97,214</b>	<b>101,133</b>
<b>TOTAL LIABILITIES</b>	<b>5,554</b>	<b>3,875</b>	<b>609,908</b>	<b>470,711</b>	<b>565,705</b>	<b>423,749</b>
<b>NET ASSETS</b>	<b>42,742</b>	<b>(2,499)</b>	<b>11,342,653</b>	<b>12,780,265</b>	<b>8,289,730</b>	<b>8,431,996</b>

\* The names and purposes of each service group are summarised in Note 8.

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## 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 *	
	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Expenses excluding losses</b>						
Operating expenses	206	173	1,285,310	1,391,342	26,584	24,575
• Employee related	790	607	343,232	369,068	34,626	28,637
• Other operating expenses	--	--	129,425	78,604	628	459
Depreciation and amortisation	934,153	896,229	--	314	193,921	233,892
Grants and subsidies	--	--	--	--	--	--
Finance costs	--	--	--	--	--	--
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>935,149</b>	<b>897,009</b>	<b>1,757,967</b>	<b>1,839,328</b>	<b>255,769</b>	<b>287,563</b>
<b>Revenue**</b>						
Recurrent appropriation	--	--	--	--	--	--
Capital appropriation	--	322	329,185	322,143	33,383	22,745
Sale of goods and services	--	--	7	6,283	288	485
Investment revenue	--	--	13,116	9,223	12,130	5,308
Grants and contributions	--	--	--	--	--	--
Acceptance by the Crown Entity of employee benefits and other liabilities	--	--	1,714	--	1,336	--
Other revenue	--	--	--	--	--	--
Personnel services revenue	--	--	--	--	--	--
<b>Total revenue</b>	<b>--</b>	<b>322</b>	<b>344,022</b>	<b>339,676</b>	<b>47,117</b>	<b>28,538</b>
Gain / (loss) on disposal	--	--	(17,704)	323	--	1
Other gains / (losses)	--	--	2,264	389	--	(9)
<b>Net result</b>	<b>(935,149)</b>	<b>(896,687)</b>	<b>(1,429,385)</b>	<b>(1,498,930)</b>	<b>(208,642)</b>	<b>(259,033)</b>
<b>Other Comprehensive Income</b>						
Increase / (decrease) in revaluation surplus	--	--	--	--	--	--
Superannuation actuarial gains / (losses)	--	--	--	--	15,263	(29,499)
<b>Total Other Comprehensive Income</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>15,263</b>	<b>(29,499)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(935,149)</b>	<b>(896,687)</b>	<b>(1,429,385)</b>	<b>(1,498,930)</b>	<b>(193,379)</b>	<b>(288,532)</b>

\* The names and purposes of each service group are summarised in Note 8.

\*\* Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the 'Not Attributable' column.

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**Supplementary Financial Statements**  
Service group statements (continued)

DEPARTMENT'S ASSETS & LIABILITIES	24.4 *		24.5 *		24.6 *	
	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>						
Cash and cash equivalents	--	--	301,089	211,000	--	--
Receivables	7	94	33,305	38,020	6,418	6,375
Non-current assets held for sale	--	--	45	45	--	--
<b>Total current assets</b>	<b>7</b>	<b>94</b>	<b>334,439</b>	<b>249,065</b>	<b>6,418</b>	<b>6,375</b>
<b>Non-current Assets</b>						
Receivables	--	10	4,703	4,833	681	717
Other financial assets	--	--	446	446	--	--
Property, plant and equipment	--	--	4,397,075	4,175,083	--	--
Intangibles	--	--	56,612	16,581	--	--
<b>Total non-current assets</b>	<b>--</b>	<b>10</b>	<b>4,458,836</b>	<b>4,196,943</b>	<b>681</b>	<b>717</b>
<b>TOTAL ASSETS</b>	<b>7</b>	<b>104</b>	<b>4,793,275</b>	<b>4,446,008</b>	<b>7,099</b>	<b>7,092</b>
<b>Current liabilities</b>						
Payables	70	111	279,244	204,908	11,069	6,922
Borrowings	--	--	--	--	--	--
Provisions	19	8	77,079	74,596	2,187	1,317
Other	--	--	--	--	--	--
<b>Total current liabilities</b>	<b>89</b>	<b>119</b>	<b>356,323</b>	<b>279,504</b>	<b>13,256</b>	<b>8,239</b>
<b>Non-current liabilities</b>						
Borrowings	--	--	--	--	--	--
Provisions	--	--	1,673	1,703	39	41
Other	--	16	--	--	1,286	1,091
<b>Total non-current liabilities</b>	<b>--</b>	<b>16</b>	<b>1,673</b>	<b>1,703</b>	<b>1,325</b>	<b>1,132</b>
<b>TOTAL LIABILITIES</b>	<b>89</b>	<b>135</b>	<b>357,996</b>	<b>281,207</b>	<b>14,581</b>	<b>9,371</b>
<b>NET ASSETS</b>	<b>(82)</b>	<b>(31)</b>	<b>4,435,279</b>	<b>4,164,801</b>	<b>(7,482)</b>	<b>(2,279)</b>

\* The names and purposes of each service group are summarised in Note 8.

**Supplementary Financial Statements**  
Service group statements (continued)

DEPARTMENT'S EXPENSES & INCOME	24.7*		24.8 *		24.9 *	
	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Expenses excluding losses</b>						
Operating expenses	42,624	43,159	11,910	13,502	9,698	13,653
• Employee related	37,946	33,544	4,941	6,323	7,510	4,854
• Other operating expenses	6,021	9,907	123	113	864	575
Depreciation and amortisation	163,637	65,442	5,307	5,043	28,630	35,210
Grants and subsidies	--	--	--	--	--	--
Finance costs	--	--	--	--	--	--
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>250,228</b>	<b>152,052</b>	<b>22,281</b>	<b>24,981</b>	<b>46,902</b>	<b>54,282</b>
<b>Revenue**</b>						
Recurrent appropriation	--	--	--	--	--	--
Capital appropriation	--	--	--	--	--	--
Sale of goods and services	33,886	34,406	--	287	50	578
Investment revenue	1,168	1,515	138	289	223	309
Grants and contributions	16,099	8,633	2,619	1,162	313	590
Acceptance by the Crown Entity of employee benefits and other liabilities	--	--	--	--	--	--
Other revenue	380	494	60	--	917	1
Personnel services revenue	431	--	--	--	--	--
<b>Total revenue</b>	<b>51,974</b>	<b>45,048</b>	<b>2,817</b>	<b>1,738</b>	<b>1,503</b>	<b>1,478</b>
Gain / (loss) on disposal	56	6	--	--	--	--
Other gains / (losses)	(492)	(62)	(328)	--	--	--
<b>Net result</b>	<b>(198,690)</b>	<b>(107,060)</b>	<b>(19,792)</b>	<b>(23,243)</b>	<b>(45,399)</b>	<b>(52,814)</b>
<b>Other Comprehensive Income</b>						
Increase / (decrease) in revaluation surplus	--	--	--	--	--	--
Superannuation actuarial gains / (losses)	--	--	--	--	--	--
<b>Total Other Comprehensive Income</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(198,690)</b>	<b>(107,060)</b>	<b>(19,792)</b>	<b>(23,243)</b>	<b>(45,399)</b>	<b>(52,814)</b>

\* The names and purposes of each service group are summarised in Note 8.

\*\* Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the "Not Attributable" column.

## 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 *	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Current Assets</b>						
Cash and cash equivalents	38,892	15,888	4,086	4,797	3,144	2,423
Receivables	(5,313)	(2,264)	294	376	11,127	9,295
Non-current assets held for sale	--	--	--	--	--	--
<b>Total current assets</b>	<b>33,679</b>	<b>13,604</b>	<b>4,380</b>	<b>5,173</b>	<b>14,271</b>	<b>11,718</b>
<b>Non-current Assets</b>						
Receivables	1,009	1,704	--	(3)	--	--
Other financial assets	--	--	--	--	--	--
Property, plant and equipment	169,677	344,145	541	248	9	156
Intangibles	367	324	14	12	5	1,671
<b>Total non-current assets</b>	<b>171,053</b>	<b>346,173</b>	<b>555</b>	<b>257</b>	<b>14</b>	<b>1,827</b>
<b>TOTAL ASSETS</b>	<b>204,732</b>	<b>359,777</b>	<b>4,935</b>	<b>5,430</b>	<b>14,285</b>	<b>13,545</b>
<b>Current liabilities</b>						
Payables	4,809	6,395	1,702	3,085	482	1,777
Borrowings	--	--	--	--	--	--
Provisions	5,835	6,092	1,879	1,710	69	573
Other	--	--	--	--	--	--
<b>Total current liabilities</b>	<b>10,644</b>	<b>12,487</b>	<b>3,581</b>	<b>4,795</b>	<b>551</b>	<b>2,350</b>
<b>Non-current liabilities</b>						
Borrowings	--	--	--	--	--	--
Provisions	67	67	8	8	10	3
Other	--	--	--	--	--	--
<b>Total non-current liabilities</b>	<b>67</b>	<b>67</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>3</b>
<b>TOTAL LIABILITIES</b>	<b>10,711</b>	<b>12,554</b>	<b>3,589</b>	<b>4,803</b>	<b>561</b>	<b>2,353</b>
<b>NET ASSETS</b>	<b>194,021</b>	<b>347,223</b>	<b>1,346</b>	<b>627</b>	<b>13,724</b>	<b>11,192</b>

\* The names and purposes of each service group are summarised in Note 8.

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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	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
<b>Expenses excluding losses</b>								
Operating expenses	29,190	26,614	--	--	--	--	8,577,492	9,229,709
• Employee related	--	--	--	--	--	--	2,102,668	2,064,047
• Other operating expenses	--	--	--	--	--	--	660,506	500,381
Depreciation and amortisation	--	--	--	--	--	--	1,868,001	1,725,852
Grants and subsidies	--	--	154,899	186,690	--	--	19,167	19,147
Finance costs	--	--	--	--	--	--	--	--
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>29,190</b>	<b>26,614</b>	<b>154,899</b>	<b>186,690</b>	<b>--</b>	<b>--</b>	<b>13,627,854</b>	<b>13,659,136</b>
<b>Revenue**</b>								
Recurrent appropriation	--	--	--	--	11,737,912	11,361,398	11,737,912	11,361,398
Capital appropriation	--	--	--	--	465,797	671,247	465,797	671,247
Sale of goods and services	--	--	--	--	--	--	482,368	478,653
Investment revenue	--	--	--	--	--	--	46,062	53,900
Grants and contributions	--	--	--	--	--	--	159,328	99,916
Acceptance by the Crown	--	--	--	--	--	--	--	--
Entity of employee benefits and other liabilities	--	--	--	--	--	--	347,707	752,150
Other revenue	--	--	--	--	347,707	752,150	360,448	332,239
Personnel services revenue	28,189	26,057	--	--	--	--	28,620	26,857
<b>Total revenue</b>	<b>28,189</b>	<b>26,057</b>	<b>28,189</b>	<b>26,057</b>	<b>12,571,416</b>	<b>12,784,795</b>	<b>13,646,242</b>	<b>13,775,399</b>
Gain / (loss) on disposal	--	--	--	--	--	--	(17,689)	(5,705)
Other gains / (losses)	--	--	--	--	--	--	(8,925)	(20,434)
<b>Net result</b>	<b>(1,001)</b>	<b>(657)</b>	<b>(154,899)</b>	<b>(186,690)</b>	<b>12,571,416</b>	<b>12,784,795</b>	<b>(6,206)</b>	<b>210,084</b>
<b>Other Comprehensive Income</b>								
Increase / (decrease) in revaluation surplus	--	--	--	--	(1,236,839)	6,012,519	(1,236,839)	6,012,519
Superannuation actuarial gains / (losses)	--	--	--	--	--	--	15,263	(29,499)
<b>Total Other Comprehensive Income</b>	<b>(1,001)</b>	<b>(657)</b>	<b>(154,899)</b>	<b>(186,690)</b>	<b>6,012,519</b>	<b>6,012,519</b>	<b>(1,221,676)</b>	<b>5,983,020</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(1,001)</b>	<b>(657)</b>	<b>(154,899)</b>	<b>(186,690)</b>	<b>11,334,477</b>	<b>18,797,314</b>	<b>(1,227,882)</b>	<b>6,193,104</b>

\* The names and purposes of each service group are summarised in Note 8.

\*\* 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 attributed to individual service groups.

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Supplementary Financial Statements

Service group statements (continued)

	24.10*		24.11*		Not Attributable**		TOTAL	
	2013	2012	2013	2012	2013	2012	2013	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>DEPARTMENT'S ASSETS &amp; LIABILITIES</b>								
Current Assets	1,588	1,063	--	--	249,620	160,561	1,180,833	984,180
Cash and cash equivalents	2,303	1,829	--	--	34,409	37,023	112,788	132,057
Receivables	--	--	--	--	1,048	760	1,093	805
Non-current assets held for sale	3,891	2,892	--	--	285,077	198,364	1,294,714	1,117,042
<b>Total current assets</b>								
Non-current Assets	42	28	--	--	--	--	8,186	10,378
Receivables	--	--	--	--	--	--	446	446
Other financial assets	--	--	--	--	432,186	656,695	25,241,476	26,651,458
Property, plant and equipment	--	--	--	--	358,324	330,170	415,322	348,758
Intangibles	42	28	--	--	790,510	986,765	25,665,430	27,011,040
<b>Total non-current assets</b>								
<b>TOTAL ASSETS</b>	<b>3,933</b>	<b>2,920</b>	--	--	<b>1,075,587</b>	<b>1,185,129</b>	<b>26,960,144</b>	<b>28,128,082</b>
Current liabilities	790	324	--	--	50,664	90,871	700,626	619,437
Payables	--	--	--	--	--	--	5,507	145,728
Borrowings	3,011	2,673	(3)	(3)	278,479	171,743	711,743	743,416
Provisions	--	--	--	--	43,161	19,767	43,161	19,767
Other	3,801	2,897	93,822	529,617	--	--	1,461,037	1,528,346
<b>Total current liabilities</b>								
Non-current liabilities	--	--	140,500	--	--	--	328,400	193,406
Borrowings	137	28	877	945	--	--	13,801	14,660
Provisions	--	--	--	--	--	--	4,594	5,911
Other	137	28	141,378	945	--	--	346,795	213,977
<b>Total non-current liabilities</b>								
<b>TOTAL LIABILITIES</b>	<b>3,938</b>	<b>2,925</b>	--	--	<b>235,200</b>	<b>530,562</b>	<b>1,807,832</b>	<b>1,742,225</b>
<b>NET ASSETS</b>	<b>(5)</b>	<b>(5)</b>	<b>840,387</b>	<b>654,567</b>	<b>25,152,312</b>	<b>26,385,857</b>		

\* The names and purposes of each service group are summarised in Note 8.

Supplementary Financial Statements

Summary of compliance with financial directives

	2013			2012				
	RECURRENT APP'N \$'000	EXPENDITURE/NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APP'N \$'000	EXPENDITURE/NET CLAIM ON CONSOLIDATED FUND \$'000	RECURRENT APP'N \$'000	EXPENDITURE/NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APP'N \$'000	EXPENDITURE/NET CLAIM ON CONSOLIDATED FUND \$'000
<b>ORIGINAL BUDGET APPROPRIATION/EXPENDITURE</b>	12,079,394	11,737,912	514,944	485,797	11,679,254	11,361,598	694,184	671,247
• Appropriation Act								
• s24 PF&AA – transfers of monies between entities	(891)	--	--	--	--	--	--	--
<b>OTHER APPROPRIATIONS/EXPENDITURE</b>	12,078,503	11,737,912	514,944	485,797	11,679,254	11,361,598	694,184	671,247
• Additional Appropriations	--	--	--	--	--	--	--	--
• 21A PF&AA – Special appropriation	--	--	--	--	--	--	--	--
• Treasurer's Advance – expenditure for certain works and services	--	--	--	--	--	--	--	--
• s 26 PF&AA – Commonwealth specific Purpose payments	--	--	--	--	--	--	--	--
• Transfer to / from another entity per Section 31 of the Appropriation Act	(116,548)	--	--	--	--	--	--	--
<b>Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)</b>	11,961,955	11,737,912	514,944	485,797	11,679,254	11,361,598	694,184	671,247
<b>Liability to Consolidated Fund*</b>		23,891		18,210		18,707		--

The Summary of Compliance is based on the assumption that Consolidated Fund monies 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)  
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 is a cash reporting unit. 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 Services.

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

On 17 May 2013, in accordance with the *Public Sector Employment and Management (Children's Guardian and Other Matters) Order, 2013*, the staff and functions of the Children's Guardian transferred to the Office of the Children's Guardian.

These financial statements for the year ended 30 June 2013 have been authorised for issue by the Director-General on 2 October 2013.

The Department provides personnel services to the following statutory bodies:

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

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.

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

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(i)) are general-purpose financial statements, which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and 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.

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

1. **Summary of Significant Accounting Policies**

(b) **Basis of preparation (continued)**

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 27).

(c) **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, entries for consolidation into the Department have been based on the November 2012 aggregation of school receipts and payments statements that are prepared on a cash basis. These school transactions are included in the Department's financial statements on the basis of the value of transactions for year ended 30 June 2013 cash balances and to report transactions on an accrual basis. The school transactions recorded in these financial statements are therefore imprecise.

(i) **School Cash Balances and Investments**

The balances held by schools at bank as at 30 June 2013 totalled \$651.59m (\$588.45m in 2012), of which \$46.86m (\$45.85m in 2012) related to trust funds.

Based on the percentages as at November 2012, schools are holding these funds for the following purposes:

	\$m	%
Asset Replacement and Acquisition	103.60	15.9
Commitments	370.76	56.9
General Contingencies	177.23	27.2
	<b>651.59</b>	<b>100</b>

(ii) **Trust Funds**

The schools hold money in Trust on behalf of third parties, such as charitable 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.

The accrual basis of accounting and all applicable accounting standards have been adopted.

(e) **Borrowing costs**

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.

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**1. Summary of Significant Accounting Policies**

- (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 recognised as income when the Department obtains control over the assets comprising the appropriations and contributions. Contributions from other appropriations and contributions are initially obtained upon the receipt of cash. Appropriations are not recognised as income in the following circumstances:
- 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 19 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.
  - (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.
  - (v) Grants and Contributions  
Interest revenue from grants and contributions are recognised upon receipt.
  - (vi) 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.
  - (vii) 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.
- (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.

**1. Summary of Significant Accounting Policies**

- (j) *Assets (continued)*
- (ii) Revaluation of property, plant and equipment  
Physical non-current assets are valued in accordance with NSW Treasury "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07-1) (as amended by NSWTC 12/05 and NSWTC 10/07). 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 property, plant and equipment 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 last revaluation of land was completed at 30 June 2012, and the last revaluation of buildings was completed at 31 December 2012, based on independent assessments.
- 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.
- 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.
- 2013 revaluation of buildings**  
Following a qualified audit opinion over the 2012 revaluation of School and TAFE Buildings (including demountables), the Department conducted a further revaluation of School and TAFE Buildings during 2013. The revaluation was conducted as at 31 December 2012 using a depreciated replacement cost, mass valuation methodology, consistent with the requirements of Australian Accounting Standards and NSW Treasury requirements.
- Under this methodology, the replacement cost of each building was calculated by determining the lowest cost in current prices, to replace the building with a modern equivalent to current facility standards, having regard to the building construction type and characteristics, the area of the structure, the specific functionality of the building's rooms and the locality of the property.
- The depreciated replacement cost method applied in the current year assigns values to the specific components of building shell, fit-out, furniture, and site services for each School and TAFE building, and landscaping for each site. These components are then depreciated separately in accordance with the depreciation policy and useful lives set out below. For 2013, the building shell components of buildings of State Heritage significance have not been depreciated, in accordance with NSW Treasury policy.
- The Department engaged qualified quantity surveyors from the Department of Finance and Services to provide replacement cost details for School and TAFE buildings at 31 December 2012. In addition, a sample of cost rates has been tested against rates provided by independent external quantity surveyors. Assessment of building market cost movements between December 2012 and June 2013 concluded that there was no material movement in values since the revaluation date.

1. **Summary of Significant Accounting Policies**

(i) **Assets (continued)**

(iii) Revaluation of property, plant and equipment (continued)

**2013 revaluation of buildings (continued)**

The values of School and TAFE Building assets recorded in 2012 comparatives have not been restated. The values of land, residential properties managed by the Teacher Housing Authority and certain sites that require special valuations, such as the National Art School, have not been revalued during 2013. These assets are valued in accordance with the methodology applied during the 2012 revaluation as outlined below.

**2012 revaluation of land and buildings**

The Department carried out revaluations of land and buildings at 30 June 2012, based on independent assessment and the application of a mass valuation methodology for buildings.

Qualified valuers were engaged through the Department of Finance and Services to undertake valuations for School and TAFE land, surplus sites and specialised properties.

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 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.

Specialised properties, such as the National Art School, were valued 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.

The Department revalued building assets at 30 June 2012 using a depreciated replacement cost, mass valuation methodology consistent with previous years. Generally, School and TAFE buildings are designed for a specific purpose and are not readily transferable to alternative use. In accordance with IPP 07-2, the Department determined 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 were valued using a methodology developed by the Department in 2007, which valued buildings based on the functional usage of spaces within each building. Under this methodology, the replacement value of each building is calculated by determining how much each space would cost to build in current prices, to the current schools facility standard, having regards 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 were reviewed, to provide replacement costs which would fully replace the gross service potential embodied in the existing assets with technologically modern equivalent assets, meeting the schools facility standards. The school facility standards exceed the general Building Code of Australia requirements, thus leading to higher costs to replace.

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

The majority of residential properties are managed by the Teacher Housing Authority of NSW. These properties are non-specialised buildings for which there is a secondary market. These non-specialist properties were valued at fair value having regard to the highest and best use.

(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

Except for certain heritage assets, depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Department.

1. **Summary of Significant Accounting Policies**

(i) **Assets (continued)**

(v) Depreciation of property, plant and equipment (continued)

All material identifiable components of assets are depreciated separately over their useful lives. Land is not a depreciable asset. Certain heritage assets including heritage buildings may not have a limited useful life because appropriate preservation policies are adopted. Such assets are not subject to depreciation. The decision not to recognise depreciation for these assets is reviewed annually.

The expected useful life ranges (and depreciation rates in 2012) for assets are listed below. Individual assets may have shorter actual remaining useful lives than the expected useful life range.

	2013	2012
Buildings	20 to 105 years	1.3% to 33.3%
Leasehold Improvements	term of the lease	1.3% to 33.3%
Heritage Buildings	Indefinite	n/a
Plant and Equipment	3 to 43 years	2.3% 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 twenty 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.

(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 3 - 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.

1. Summary of Significant Accounting Policies

(i) Assets (continued)

(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 at 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'.

- **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 time frame 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 allowance 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 assets' 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.

1. Summary of Significant Accounting Policies

(i) Assets (continued)

(xiv) Impairment of financial assets (continued)

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.

(xvi) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expires, or if the entity transfers the financial asset.

- Where substantially all the risks and rewards have been transferred or
- Where the entity has not transferred substantially all the risks and rewards. If entity has not retained control

Where the entity has neither transferred nor retained substantially all the risk and rewards or transferred control, the asset is recognised to the extent of the entity's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(ii) Liabilities

(i) Payables

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.

(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 2013 and at 30 June 2012. However, refer Note 22 regarding disclosures on contingent liabilities.

1. **Summary of Significant Accounting Policies**

(i) **Liabilities (continued)**

(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) and annual 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 reporting date at undiscounted amounts based on the amounts expected to be paid after the liabilities are settled. A provision for 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 the Adult Migrant English Service (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 expended 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 18. Corresponding amounts reimbursable from the Treasury are shown as current assets within "Prepayments" in Note 10.

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 TC/2/06) 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.

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 27 provides full details.

1. **Summary of Significant Accounting Policies**

(i) **Liabilities (continued)**

(iv) Employee benefits and other provisions (continued)

(b) Long service leave and superannuation (continued)

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.

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 the Australian Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 *Contributors* and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

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 changes to Assets/Liabilities of the Department relative to the transfer of TAFE Administration staff back to TAFE as at 1 December 2011 are provided in Note 20.

(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 to the basis of presentation and classification used in the current year.

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

1. **Summary of Significant Accounting Policies**

- (n) **Comparative information (continued)**  
In 2012-2013, the following items have been reclassified and the comparatives for 2012 adjusted to be consistent with the current year presentation:
- (a) Contractor expenses have been reclassified from Employee related expenses to Other operating expenses – Contractors based on clarifications provide by NSW Treasury. The reclassification has affected the Statement of Comprehensive Income, Statement of Cash Flows and Note 2(a) Employee related expenses; Note 2(b) Other operating expenses and Service Group Statements; in 2012 this amounted to \$62.3m.
- (b) Consultant expenses have been reclassified in Note 2(b) Other operating expenses from "Other" to a new line item "Consultants" as required by the Financial Reporting Code for NSW General Government Sector Entities; in 2012 this amounted to \$1.7m.
- (c) The Gain/(Loss) on sale of Assets Held for Sale has been reclassified from "Gain/(Loss) on disposal of assets" to "Other Gains/(Losses)" in the Statement of Comprehensive Income and Notes to comply with the presentation stipulated in the Financial Reporting Code for NSW General Government Sector Entities; in 2012 this amounted to \$20.3m.

These reclassifications do not affect the Net result.

- (o) **New Australian Accounting Standards issued but not effective**  
The following new Accounting Standards have not been applied and are not yet effective (refer NSW Treasury Mandates TC1302). Management cannot determine the actual impact of these Standards in Department's financial statements in the period of their initial application.

- AAASB 9 *Financial Instruments* (application date 1 Jul 2015);  
 AAASB 12 *Disclosure of Interests in Other Entities* (application date 1 Jul 2013);  
 AAASB 13 *Fair Value Measurement* (application date 1 Jul 2013);  
 AAASB 119 *Employee Benefits* (application date 1 Jul 2013);  
 AAASB 127 *Consolidated and Separate Financial Statements* (application date 1 Jul 2013);  
 AAASB 128 *Investments in Associates* (application date 1 Jul 2014);  
 AAASB 1055 *Budgetary Reporting* (application date 1 July 2014);  
 AAASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)* (application date 1 Jul 2015);  
 AAASB 2011-4 *Amendments to Australian Accounting Standards to Remove Individual Key Management Personnel Disclosure Requirements* (application date 1 Jul 2013);  
 AAASB 2011-7 *Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangement Standards* (application date 1 Jul 2015);  
 AAASB 2011-8 *Amendments to Australian Accounting Standards arising from AASB 13* (application date 1 Jul 2013);  
 AAASB 2011-9 *Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income* (application date 1 Jul 2012);  
 AAASB 2011-10 *Amendments to Australian Accounting Standards arising from AASB 119* (application date 1 Jul 2013);  
 AAASB 2012-2 *Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Liabilities* (application date 1 Jul 2013);  
 AAASB 2012-3 *Amendments to Australian Accounting Standards – Offsetting Financial Assets and Liabilities* (application date 1 Jul 2014);  
 AAASB 2012-4 *Amendments to Australian Accounting Standards – Government Loans* (application date 1 Jul 2013);  
 AAASB 2012-5 *Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle* (application date 1 Jul 2013);  
 AAASB 2012-6 *Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures* (application date 1 Jul 2013).

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

2. **Expenses Excluding Losses**

	2013	2012
	\$ '000	\$ '000
(a) Employee related expenses	7 487 739	7 299 622
Salaries and wages (including recreation leave) ^	206 767	227 825
Superannuation – defined benefit plans	556 512	575 640
Superannuation – defined contribution plans	129 883	511 881
Long service leave	102 964	125 264
Workers' compensation insurance	456 698	474 818
Payroll tax and fringe benefit tax	36 518	14 117
Redundancy payments	411	541
Other	<b>8,977,492</b>	<b>9,229,709</b>

^ An amount of \$8.26m (\$23.8m in 2012) employee related expenses was capitalised during the year.

Employee related expenses for 2012 have been restated as per Note 1(n)(a) and Note 7.

(b) Other operating expenses include the following:

- audit of the financial statements	1,222	1,630
Operational lease rental expense	53,281	53,712
- minimum lease payments	364,379	334,839
Maintenance**	63,900	64,461
Insurance	295,987	283,117
Cleaning	231,171	194,596
Fees for services rendered	130,590	156,191
Minor stores, provisions, plant and computing	931	1,767
Consultants	59,311	62,392
Contractors ^	32,014	36,750
Travelling and sustenance	68,406	64,480
Internet and related expenses	33,854	33,664
Postage and telephone	122,069	107,695
Utilities	25,544	20,692
Printing	548,046	588,962
School operating expenses	71,964	59,099
Other	<b>2,102,668</b>	<b>2,064,047</b>

Other operating expenses for 2012 have been restated as per Note 1(n)(a).

\*The 2013 Audit fees disclosed are based on services provided up to 30 June 2013. Prior year disclosures were based on engagement fees for the year. The engagement fee for the audit of the 2012-2013 financial statements is \$1.84m.

^ An amount of \$42.15m (\$22.92m in 2012) contractor expenses was capitalised during the year.

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

	2013 \$ '000	2012 \$ '000
<b>2. Expenses Excluding Losses (continued)</b>		
<b>**Reconciliation – Total maintenance</b>		
Maintenance expense – contracted labour and other (non-employee related), as above	364,379	334,839
Total maintenance expenses included in Note 2(b)	<b>364,379</b>	<b>334,839</b>
(c) Depreciation and amortisation expense		
Depreciation	514,285	380,441
Buildings and improvements	99,380	93,834
Plant and equipment	<b>613,665</b>	<b>474,275</b>
Amortisation	46,841	26,106
Intangibles	<b>46,841</b>	<b>26,106</b>
	<b>660,506</b>	<b>500,381</b>
(d) Grants and subsidies:		
Government Sector	154,844	186,690
Grants to Cluster Agencies	142,880	33,339
Other		
Non-Government Sector	830,611	791,060
Non-Government schools per capita payments	59,421	62,482
Interest subsidies	30,588	27,014
Supervisor subsidies		
Other	199,172	201,284
Early Childhood Education and Care	126,663	176,275
Grants for Vocational Education and Training	115,923	84,465
Assisted School Travel Program	57,759	20,479
Catholic Education Commission	32,955	10,075
The Association of Independent Schools	117,185	132,690
Other	<b>1,868,001</b>	<b>1,725,852</b>
(e) Finance costs		
Interest expense from financial liabilities not at fair value through profit or loss	19,167	19,147
	<b>19,167</b>	<b>19,147</b>

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

	2013 \$ '000	2012 \$ '000
<b>3. Revenue</b>		
(a) Appropriations		
<b>Recurrent appropriations</b>		
Total recurrent draw-downs from NSW Treasury (per Summary of compliance)	11,761,803	11,380,105
Less: Liability to Consolidated Fund (per Summary of compliance)	(23,891)	(18,707)
	<b>11,737,912</b>	<b>11,361,398</b>
Comprising:		
Recurrent appropriations (per Statement of comprehensive income)	11,737,912	11,361,398
	<b>11,737,912</b>	<b>11,361,398</b>
<b>Capital appropriations</b>		
Total capital draw-downs from NSW Treasury (per Summary of compliance)	504,007	671,247
Less: Liability to Consolidated Fund (per Summary of compliance)	(18,210)	–
	<b>485,797</b>	<b>671,247</b>
Comprising:		
Capital appropriations (per Statement of comprehensive income)	485,797	671,247
	<b>485,797</b>	<b>671,247</b>
(b) Sale of goods and services		
Rendering of services	12,785	21,965
Course fees	126,555	105,211
Administration charges	79,401	71,040
Overseas student fees	89,986	94,527
Fees and charges	138,323	152,391
Other	35,308	33,419
	<b>482,368</b>	<b>478,553</b>
Sale of goods and services for 2012 has been restated as per Note 7.		
(c) Investment revenue		
Interest revenue from financial assets not at fair value through profit or loss	46,062	53,800
	<b>46,062</b>	<b>53,800</b>

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	2013	2012
	\$'000	\$'000
<b>3. Revenue (continued)</b>		
(d) Grants and contributions	41,733	32,552
Other Public Sector agencies	13,319	9,655
Commonwealth Government	40,420	173
Contributions of assets	63,856	57,536
Donations and industry contributions		
	<b>159,328</b>	<b>99,916</b>

(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	207,099	228,086
Long service leave	129,440	511,779
Payroll tax	11,168	12,285
	<b>347,707</b>	<b>752,150</b>

(f) Other revenue

School generated revenue	330,002	317,053
Other	30,446	15,185
	<b>360,448</b>	<b>332,238</b>

(g) Personnel services revenue

	28,620	26,057
	<b>28,620</b>	<b>26,057</b>

**4. Gain / (Loss) on Disposal**

Gain / (Loss) on disposal of property, plant and equipment

Proceeds from disposal	388	562
Written down value	(18,087)	(6,267)
<b>Net gain / (loss) on disposal of property, plant and equipment</b>	<b>(17,689)</b>	<b>(5,705)</b>

**Gain / (Loss) on disposal**

	<b>(17,689)</b>	<b>(5,705)</b>
--	-----------------	----------------

Gain/(Loss) on Disposal for 2012 has been restated per Note 1(n)(c)

**5. Other Gains / (Losses)**

Gain / (Loss) on disposal of non-current assets held for sale  
Impairment of receivables

	(3,710)	(20,349)
	(5,215)	(85)
	<b>(8,925)</b>	<b>(20,434)</b>

Other Gains/(Losses) for 2012 has been restated per Note 1(n)(c)

**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 of expenditure or to return funds at the end of a specific period.

In the 2012-2013 financial year contributions amounting to \$29.03m (\$7.68m in 2012) were received by the Department for programs where such conditions were in place.

Unspent funds from these contributions for 2012-2013, including balances brought forward from prior years, totalled \$13.6m (\$9.52m in 2012).

**7. Prior Period Errors**

Following prior period errors have been identified and corrected. Restated financial information at 1 July 2011 and 30 June 2012 is presented as if the errors had not been made.

**(a) Provision for Teachers annual and non-term leave**

The Department's liability for payments to school teachers during annual leave and non-term weeks has not been recognised in prior years.

The value of this liability is \$302.5m as at 1 July 2011 and \$278.5m as at 30 June 2012. This will reduce previously reported employee related expenses for the year ended 30 June 2012 by \$24m.

**(b) TAFE Fee and deferred income**

Revenue from the TAFE fee (Administration Charge) has previously been recognised on a cash basis at the time of enrolment. This fee can be paid by the student for the full course year (usually calendar) or paid by semester. In 2004, the fee changed to incorporate components of tuition. As a result, at balance date, some of this fee is revenue received in advance of the provision of services.

The following table shows estimated income that should have been deferred, and the impact on revenue in the Statement of Comprehensive Income:

Year Ended	Amount to be deferred \$'000	Impact on Revenue in the Statement of Comprehensive Income \$'000
30 June 2011	19,492	-
30 June 2012	21,455	(1,963)
30 June 2013	15,713	5,742

**(c) SSSVA assets**

**Land & Buildings controlled by State Sporting Venues Authority (SSVA)**

Land and Buildings relating to the State Sporting Venues Authority were incorrectly included in the Department's non-current assets. This property should not have been recognised in the Department's Statement of Financial Position as it is not controlled by the Department.  
These assets were valued at \$135.3 million as at 1 July 2011 and \$136.5 million as at 30 June 2012.

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

7. *Prior Period Errors (continued)*

**Dunc Gray Velodrome (DGV)**

Buildings and plant and equipment related to the Dunc Gray Velodrome were incorrectly included in the Department's current assets. This property should not have been recognised in the Department's Statement of Financial Position as it is not controlled by the Department.

These assets were valued at \$38 million as at 1 July 2011 and \$36.6 million as at 30 June 2012.

The following table shows the impact of both errors on the Department's assets:

Year Ended	Total Overstatement of Assets \$'000
1 July 2011	172,861
30 June 2012	172,861

The following tables summarise the impact on balances reported as at 1 July 2011 and 30 June 2012.

**Statement of Financial Position – 1 July 2011**

Prior Period Error Reference	Balance as at 1 July 2011	Adjustment	Restated 1 July 2011 Balance	\$'000	\$'000	\$'000
<b>Property, plant and equipment</b>						
Land	7(c)	6,751,853	(52,100)	6,699,753		
Buildings	7(c)	13,660,568	(120,119)	13,540,449		
Plant and Equipment	7(c)	337,646	(642)	337,004		
<b>Total Non-Current Assets</b>		<b>21,058,667</b>	<b>(172,861)</b>	<b>20,885,806</b>		
<b>Total Assets</b>		<b>21,996,797</b>	<b>(172,861)</b>	<b>21,823,936</b>		
<b>LIABILITIES</b>						
<b>Current Liabilities</b>						
Payables	7(b)	593,304	19,492	612,796		
Provisions	7(a)	352,908	302,527	655,435		
<b>Total Current liabilities</b>		<b>1,093,989</b>	<b>322,019</b>	<b>1,416,008</b>		
<b>Total Liabilities</b>		<b>1,309,577</b>	<b>322,019</b>	<b>1,631,596</b>		
<b>Net Assets</b>		<b>20,687,220</b>	<b>(494,880)</b>	<b>20,192,340</b>		
<b>EQUITY</b>						
Accumulated funds	7(a)(b)(c)	16,592,586	(494,880)	16,097,706		
<b>Total Equity</b>		<b>20,687,220</b>	<b>(494,880)</b>	<b>20,192,340</b>		

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

7. *Prior Period Errors (continued)*

**Statement of Financial Position – 30 June 2012**

Prior Period Error Reference	Previously reported figure as at 30 June 2012	Adjustment	Restated 30 June 2012 comparative	\$'000	\$'000	\$'000
<b>Property, plant and equipment</b>						
Land	7(c)	7,908,061	(62,100)	7,855,961		
Buildings	7(c)	18,593,994	(120,119)	18,473,875		
Plant and Equipment	7(c)	322,264	(642)	321,622		
<b>Total Non-Current Assets</b>		<b>27,183,901</b>	<b>(172,861)</b>	<b>27,011,040</b>		
<b>Total Assets</b>		<b>28,300,943</b>	<b>(172,861)</b>	<b>28,128,082</b>		
<b>Current Liabilities</b>						
Payables	7(b)	597,992	21,455	619,437		
Provisions	7(a)	464,962	278,454	743,416		
<b>Total Current liabilities</b>		<b>1,228,439</b>	<b>299,909</b>	<b>1,528,348</b>		
<b>Total Liabilities</b>		<b>1,442,316</b>	<b>299,909</b>	<b>1,742,225</b>		
<b>Net Assets</b>		<b>26,858,627</b>	<b>(472,770)</b>	<b>26,385,857</b>		
<b>EQUITY</b>						
Accumulated funds	7(a)(b)(c)	16,713,498	(472,770)	16,240,728		
<b>Total Equity</b>		<b>26,858,627</b>	<b>(472,770)</b>	<b>26,385,857</b>		

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7. *Prior Period Errors (Continued)*

Statement of Comprehensive Income – For the year ended 30 June 2012				
Prior Period Error Reference	Previously reported figure for 2012	Adjustment	Reclassification	Comparative figure reported for 2013
	\$'000	\$'000	\$'000	\$'000
<b>Expenses excluding losses</b>				
Employee related	9,316,174	(24,073)	(62,392)	9,229,709
Other Operating Expenses	2,001,655	–	62,392	2,064,047
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>13,563,209</b>	<b>(24,073)</b>		<b>13,539,136</b>
<b>Revenue</b>				
Sales of Goods and Services	480,516	(1,963)	–	478,553
<b>Total Revenue</b>	<b>13,777,322</b>	<b>(1,963)</b>	–	<b>13,775,359</b>
<b>Net Result</b>	<b>187,974</b>	<b>22,110</b>	–	<b>210,084</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>6,170,994</b>	<b>22,110</b>	–	<b>6,193,104</b>

A reference has been made on individual notes, to indicate where prior period error adjustments have been made.

8. *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 TPR 13-01.

<b>Service Group 24.1</b>	<b>Early Childhood Education Services</b>
Objective(s)	To provide early childhood education and care, including preschools.
<b>Service Group 24.2</b>	<b>Primary Education Services in Government Schools</b>
Objective(s)	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.
<b>Service Group 24.3</b>	<b>Secondary Education Services in Government Schools</b>
Objective(s)	To staff and support 398 secondary schools to deliver quality education aimed at increasing the attainment of students and meeting their diverse needs.
<b>Service Group 24.4</b>	<b>Non-Government Schools</b>
Objective(s)	To provide funding to non-government schools to improve student learning outcomes and assist them to successfully complete Year 12 or VET equivalent.
<b>Service Group 24.5</b>	<b>TAFE NSW and Community Education</b>
Objective(s)	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.
<b>Service Group 24.6</b>	<b>Vocational Education and Training</b>
Objective(s)	To develop and promote a quality vocational education and training system that enhances skills for industry and individuals through registered training providers. It also facilitates quality training by offering apprenticeships and traineeships, targeting skill shortage areas and up skilling existing workers.
<b>Service Group 24.7</b>	<b>Sport and recreation services</b>
Objective(s)	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.

8. Service Groups of the Department (Cont'd.)

**Service Group 24.8**  
**Support Aboriginal Culture and Community Resilience**

Objective(s) To build communities and strengthen Aboriginal culture and heritage, coordinate and monitor the Government's Aboriginal Policy objectives.

**Service Group 24.9**  
**Citizenship and Communities**

Objective(s) To research and provide advice to Government and non-Government agencies relating to children's wellbeing and decisions on child protection. This includes the Working with Children Check function transferred to the Office of the Children's Guardian, effective from 15 June 2013, and covers regulating out-of-home care, adoption services and the prescribed employment of children under 15 in New South Wales. This service group also includes developing volunteering services, support for veterans' affairs, youth and other community activities.

On 17 May 2013, in accordance with the Public Sector Employment and Management (Children's Guardian and Other Matters) Order 2013, the staff and functions of the Children's Guardian transferred to the Office of the Children's Guardian.

**Service Group 24.10**  
**Personnel Services**

Objective(s) To provide personnel services to the following agencies:

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

**Service Group 24.11**  
**Cluster Grant Funding**

Objective(s) 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.

9. Current Assets – Cash and Cash Equivalents

	2013	2012
	\$'000	\$'000
Cash at bank and on hand	588,518	462,176
School bank balances	582,315	522,004
	<b>1,180,833</b>	<b>984,180</b>

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)	1,180,833	984,180
Closing cash and cash equivalents (per statement of cash flows)	<b>1,180,833</b>	<b>984,180</b>

Refer Note 26 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

10. Current / Non-Current Assets – Receivables

Current:		
Sale of goods and services	25,501	25,691
Less: Allowance for impairment	(7,525)	(3,224)
Personnel services receivable	3,896	10,793
Other debtors	47,684	54,058
Prepayments	15,366	15,310
Accrued income	27,866	29,429
	<b>112,788</b>	<b>132,057</b>
Non-Current:		
Long term lease prepaid	4,703	4,833
Other debtors	3,483	5,545
	<b>8,186</b>	<b>10,378</b>

Movement in the allowance for impairment

Balance at 1 July	(3,224)	(4,206)
Amounts written off during the year	983	1,075
Amounts recovered during the year	2,595	2,537
Increase/(decrease) in allowance recognised in profit or loss	(7,879)	(2,630)
Balance at 30 June	<b>(7,525)</b>	<b>(3,224)</b>

Refer Note 26 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

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

Non-Current:		
Equity Accounted - Acskill Son Bhd *	55	55
Shares at cost	105	105
Share of retained profit on investment	<b>160</b>	<b>160</b>
Total Equity Accounted		

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

	2013	2012
	\$'000	\$'000
Other loans and deposits	111	111
Fixed interest deposit *	175	175
Shares in Coffs Harbour Technology Park Ltd	286	286
	<u>446</u>	<u>446</u>

Refer to Note 26 for details regarding credit risk, liquidity risk and market risk arising from financial instruments. Also, refer to Note 28

\* The non-current fixed interest-deposit are part of restricted assets (refer Note 15).

12. *Non-Current Assets – Property, Plant and Equipment*

	Land	Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000
<b>At 1 July 2012 – fair value</b>				
Gross carrying amount	7,855,961	34,503,045	752,511	43,111,517
Accumulated depreciation and impairment	--	(16,029,170)	(430,889)	(16,460,059)
Net carrying amount	<b>7,855,961</b>	<b>18,473,875</b>	<b>321,622</b>	<b>26,651,458</b>
<b>At 30 June 2013 – fair value</b>				
Gross carrying amount	7,646,635	32,468,403	834,917	40,949,955
Accumulated depreciation and impairment	--	(15,181,687)	(526,792)	(15,708,479)
Net carrying amount	<b>7,646,635</b>	<b>17,286,716</b>	<b>308,125</b>	<b>25,241,476</b>
<b>At 1 July 2011 – fair value</b>				
Gross carrying amount	6,689,753	25,894,815	681,407	33,275,975
Accumulated depreciation and impairment	--	(12,353,733)	(344,403)	(12,698,136)
Net carrying amount	<b>6,689,753</b>	<b>13,541,082</b>	<b>337,004</b>	<b>20,577,839</b>
<b>At 30 June 2012 – fair value</b>				
Gross carrying amount	7,855,961	34,503,045	752,511	43,111,517
Accumulated depreciation and impairment	--	(16,029,170)	(430,889)	(16,460,059)
Net carrying amount	<b>7,855,961</b>	<b>18,473,875</b>	<b>321,622</b>	<b>26,651,458</b>

Non-Current Assets – Property, Plant and Equipment for 2012 has been restated per Note 7.

12. *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 2013	Land	Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000
Net carrying amount at start of year	7,855,961	18,473,875	321,622	26,651,458
Reclassification	(238,107)	238,896	(789)	--
Additions	46,224	338,711	87,553	472,488
Transfer to Assets held for sale	(9,116)	--	--	(9,116)
Disposals	(8,327)	(13,542)	(881)	(22,750)
Net revaluation increment less revaluation decrements	--	(1,236,939)	--	(1,236,939)
Depreciation expense	--	(514,285)	(89,380)	(613,665)
Net carrying amount at end of year	<b>7,646,635</b>	<b>17,286,716</b>	<b>308,125</b>	<b>25,241,476</b>

**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 2012	Land	Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000
Net carrying amount at start of year	6,689,753	13,540,449	337,004	20,577,206
Additions	34,789	485,797	78,692	599,248
Transfer to 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	<b>7,855,961</b>	<b>18,473,875</b>	<b>321,622</b>	<b>26,651,458</b>

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	2013	2012
	\$'000	\$'000
<b>13. Intangible Assets</b>		
<b>Software</b>		
At 1 July		
Cost (gross carrying amount)	513,889	434,532
Accumulated amortisation and impairment	(165,131)	(138,785)
Net carrying amount	<b>348,758</b>	<b>295,747</b>
At 30 June		
Cost (gross carrying amount)	629,501	513,889
Accumulated amortisation and impairment	(214,178)	(165,131)
Net carrying amount	<b>415,322</b>	<b>348,758</b>
<b>Year ended 30 June</b>		
Net carrying amount at start of year	348,758	295,747
Additions (from internal development)	113,405	85,144
Disposals	–	(6,027)
Amortisation (recognised in 'depreciation and amortisation')	(46,841)	(26,106)
Net carrying amount at end of year	<b>415,322</b>	<b>348,758</b>
<b>14. Non-Current Assets (or Disposal Groups) Held for Sale</b>		
Assets held for sale		
Land and buildings	1,093	805
	<b>1,093</b>	<b>805</b>
<b>Amounts recognised in equity relating to assets held for sale</b>		
Property, plant and equipment asset revaluation increments/decrements	622	19,815
	<b>622</b>	<b>19,815</b>

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.

#### 15. Restricted Assets

Funds totalling \$0.1m (\$0.1m in 2012) mostly held as investments in fixed interest bearing deposits (Note 11) 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.

\$4.5m (\$3.8m in 2012) 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 2012). Only the private service provider can draw the funds held.

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	2013	2012
	\$'000	\$'000
<b>16. Current Liabilities – Payables</b>		
Accrued salaries, wages and on-costs	217,100	174,787
Creditors	211,801	176,542
Unearned revenue	178,936	138,037
Group payroll and fringe benefits tax	33,211	41,654
Other	59,578	88,417
	<b>700,626</b>	<b>619,437</b>
Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payable are disclosed in Note 26.		
Current Liabilities – Payables has been restated for 2012 due to prior year adjustment per Note 7.		
<b>17. Current / Non-Current Liabilities – Borrowings</b>		
Current:		
Privately Funded Projects Schools (Note 21(c))	5,507	5,228
Treasury advance	–	140,500
	<b>5,507</b>	<b>145,728</b>
Non-Current:		
Privately Funded Projects Schools (Note 21(c))	187,900	193,406
Treasury Advances	140,500	–
	<b>328,400</b>	<b>193,406</b>
	<b>333,907</b>	<b>339,134</b>
Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 26.		

#### 18. Current / Non-Current Liabilities – Provisions

	2013	2012
	\$'000	\$'000
<b>Current:</b>		
<b>Employee benefits and related on-costs</b>		
Recreation leave	97,760	101,712
Teachers Vacation non-Term	277,610	278,455
Accrued payroll tax on recreation leave and accrued salaries and wages	16,857	15,064
Superannuation pooled fund	34,446	50,780
Recreation leave on long service leave	79,788	85,517
Workers compensation on long service leave	18,987	20,361
Payroll tax on long service leave	108,809	116,533
Superannuation on long service leave	51,292	54,976
Superannuation on recreation leave	6,357	5,712
Other	19,056	13,709
	<b>710,972</b>	<b>742,819</b>
Current/Non-Current Liabilities-Provisions for 2012 have been restated due to prior year error adjustments per Note 7.		
<b>Other Provisions</b>		
Restoration	771	597
	<b>771</b>	<b>597</b>
<b>Total Provisions - Current</b>	<b>711,743</b>	<b>743,416</b>

18. **Current / Non-Current Liabilities – Provisions (continued)**

	2013 \$'000	2012 \$'000
<b>Non-Current:</b>		
Employee benefits and related on-costs	5,726	6,130
Payroll tax on long service leave	4,199	4,801
Recreation leave on long service leave	1,000	1,072
Workers compensation on long service leave	2,700	2,893
Superannuation on long service leave	176	64
<b>Total Provisions – Non Current</b>	<b>13,801</b>	<b>14,660</b>

**Aggregate employee benefits and related on-costs**

Provisions – current	710,972	742,820
Provisions – non-current	13,802	14,660
Accrued salaries, wages and on-costs (Note 16)	217,100	174,787
	<b>941,874</b>	<b>932,267</b>

**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 restoration	587	384
Carrying amount at the beginning of financial year	1,179	587
Additional provisions recognised	(1,005)	(384)
Amounts used		
<b>Carrying amount at end of financial year</b>	<b>771</b>	<b>597</b>

The provision is the Net Present Value of future liability for restoration.

19. **Current / Non-Current Liabilities - Other**

<b>Current</b>		
Lease incentive	1,060	1,060
Liability to Consolidated Fund	42,101	18,707
	<b>43,161</b>	<b>19,767</b>
<b>Non-Current</b>		
Lease incentive	4,594	5,811
	<b>4,594</b>	<b>5,811</b>

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

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.

To TAFE	ASSETS	Current Assets	\$'000s
		Receivables	47,411
		<b>Total current assets</b>	<b>47,411</b>
	LIABILITIES	Current Liabilities	
		Payables	10,222
		Provisions	36,808
		<b>Total current liabilities</b>	<b>47,030</b>
		Non-current Liabilities	
		Provisions	381
		<b>Total non-current liabilities</b>	<b>381</b>
		<b>TOTAL LIABILITIES</b>	<b>47,411</b>
		Accumulated Funds	--

Revenues/expenses relating to TAFE administration employees incurred by the Department for the period ended 30 November 2011.

Expenses excluding losses	\$'000s
Operating expenses	
Employee related	166,285
<b>Total expenses</b>	<b>166,285</b>
<b>Revenue</b>	
Acceptance by the Crown Entity of employee benefits and other liabilities	9,305
Personnel services revenue	156,980
<b>Total revenue</b>	<b>166,285</b>
<b>NET RESULT FOR THE YEAR</b>	<b>--</b>

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<b>21. Commitments for Expenditure</b>	<b>2013</b>	<b>2012</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(a) Capital Commitments</b>		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	278,550	272,126
Later than one year and not later than five years	65,576	272,122
Total (including GST)	<b>344,126</b>	<b>544,248</b>

<b>(b) Operating Lease Commitments</b>	<b>2013</b>	<b>2012</b>
	<b>\$'000</b>	<b>\$'000</b>
Future non-cancellable operating lease rentals not provided for and payable:		
(i) Leased Properties		
Not later than one year	42,142	36,155
Later than one year and not later than five years	105,413	111,473
Later than five years	8,715	8,409
	<b>156,270</b>	<b>156,037</b>
(ii) Other		
Not later than one year	9,756	10,540
Later than one year and not later than five years	7,942	7,795
Later than five years	5	--
	<b>17,703</b>	<b>18,335</b>
Total (including GST)	<b>173,973</b>	<b>174,372</b>

<b>(c) Private Public Partnership Project Commitments</b>	<b>2013</b>	<b>2012</b>
	<b>\$'000</b>	<b>\$'000</b>
Minimum lease payment commitments in relation to finance leases payable as follows:		
Not later than one year	19,276	18,747
Later than one year and not later than five years	77,341	75,385
Later than five years	315,745	326,996
Minimum lease payments	412,362	421,128
Less: future finance charges	(218,955)	(222,494)
Present value of minimum lease payments	<b>193,407</b>	<b>198,634</b>
The present value of finance lease commitments is as follows:		
Not later than one year	5,507	5,228
Later than one year and not later than five years	24,783	23,661
Later than five years	163,117	169,745
	<b>193,407</b>	<b>198,634</b>
Classified as:		
Current (Note 17)	5,507	5,228
Non-current (Note 17)	187,900	193,406
	<b>193,407</b>	<b>198,634</b>

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## 21. Commitments for Expenditure (continued)

The total of commitments for expenditure include GST input tax credits of \$92.57m (\$133.42m in 2012), that are expected to be recovered from the Australian Taxation Office.

Capital commitments include an amount of \$35.28m (\$96.69m in 2012) 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 10(i)(ix).

Capital commitments also include the Building the Education Revolution (BER) initiative – a \$14.72 billion national investment from the Commonwealth to improve the quality of facilities in Australian schools.

## 22. Contingent Liabilities and Contingent Assets

### Legal

The Department may be liable for payment of compensation arising from legal proceedings, related to a matter before the industrial relations court. The maximum costs are estimated to be \$1.1 million. However, as the matter is not yet determined, the final amount and timing cannot accurately be determined.

Legal proceedings may commence in relation to a claim from a building sub contractor involved in the Building the Education Revolution program. As no proceedings have been initiated it is not possible to accurately determine a liability.

Workcover has commenced proceedings to prosecute TAFE for an offence under Work Health and Safety legislation. The Department may be liable for estimated fines of up to \$850,000.

There are no other 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.

### Other

The Department is currently undertaking restructuring activities in response to budget changes announced in 2012. The financial liabilities associated with any future redundancies are not able to be quantified, as realignment activities are not far enough progressed to make a reliable measurement. The likely timing of payments are also as yet unknown. It is expected that the majority of redundancy payments will meet the requirements set by NSW Treasury for the Department to be reimbursed for redundancy costs incurred.

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**23. Budget Review**

**Net result**  
Relative to the budget, the Department's net result was \$14.0m over budget. The major factors contributing to this variation are outlined below.

- Employee related expenses were \$433.2m under budget. This arose primarily due to:
- (a) Salary reduction of \$110.3m due to staff number decreases.
  - (b) Long Service Leave reduction of \$209.4m due to bond rate movements
  - (c) The pooled Superannuation fund had a reduction of \$54.4m which was more than offset by the increase in the accumulated superannuation fund of \$72.9m.
  - (d) Workers Compensation had a reduction of \$42m based on the Hindsight Adjustment

A net reduction of \$125.7m in other operating expenses was mainly due to reduction in schools other operating expenses, other fees and other operating expenses. This decrease was offset by an increase in maintenance and contractors.

Depreciation and amortisation costs were \$130.0m over budget due to the Asset Revaluation project.

Grants and subsidies were \$171.5m under budget, due to implementation delays in Commonwealth National Partnership Programs, particularly in Early Childhood Educational Care Services by \$136.8m and industry training grants by \$88.6m which were offset by increase in grants to Non-Profit organisations by \$45.1m and other minor costs.

Revenue, excluding government contributions, was \$51.6m over budget due to increased revenue from grants received from the Commonwealth, redundancy grants received and private sector donations. This was offset by reductions in miscellaneous services, overseas student fees, and school generated revenue.

The decrease in Crown Acceptances of \$270.9m is mainly due to the lower Long Service Leave of \$209.4m and Superannuation of \$54.4m.

Reduced Capital Appropriation was mainly due to:

- (a) Schools were under by \$8m, principally in Commonwealth funded programs.
- (b) TAFE was \$2m over due to LMBR.
- (c) Office of Communities is \$5m under the revised allocation. This relates to the State Sporting Venues Authority transfer and the International Regatta Centre.

The reduction in Recurrent Appropriation of \$340.6m can be primarily attributed to delays in implementing various National Partnership and other Commonwealth programs.

The gain and losses on variance to budget of \$26.5m is primarily due to the Kuringgai – UTS land swap.

**Assets and Liabilities**

The increase in total assets is mainly due to a \$4,888.1m increase in property values following the land and buildings revaluations in 2012 and 2013.

Total liabilities were \$628.4m over budget, primarily due to increases in payables, an extension of time for payment of borrowings and increases in provisions for employee leave. An employee's annual and non-term leave has been brought to account for the first time in 2013 for \$277.6m.

**Cash flows**

Net cash flows from operating activities were \$188.1m higher than budget. This is generally attributable to decreased payments and increased receipts.

Net cash flows from investing activities were \$34.3m higher than expected due to timing of sales and acquisitions of property, plant and equipment.

Net cash flow from financing activities was \$136.3m lower than budget following an extension of time provided on a loan repayment.

**24. Reconciliation of Cash Flows from Operating Activities to Net Result**

	2013 \$'000	2012 \$'000
Net cash used on operating activities	751,034	810,230
Depreciation and amortisation	(660,506)	(500,381)
Allowance for impairment	(4,301)	982
Increase / (decrease) in prepayments and other assets	(9,158)	(4,291)
Decrease / (increase) in creditors	(86,693)	(89,661)
Net gain / (loss) on sale of plant and equipment	(21,399)	(26,054)
Donated assets	40,420	173
Others	(15,603)	29,086
<b>Net result</b>	<b>(6,206)</b>	<b>210,084</b>

Reconciliation of Cash Flows from Operating Activities to Net Result for 2012 has been restated due to adjustments per Note 1 (n) and Note 7.

**25. Non-cash Financing and Investing Activities**

Assets received by donation	40,420	173
Liabilities and expenses assumed by the Crown Entity	(347,707)	(752,150)
	<b>(307,287)</b>	<b>(751,977)</b>

**26. 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 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 2013 \$ '000	Carrying Amount 2012 \$ '000
<b>Financial Assets Class:</b>			
Cash and cash equivalents	9	1,180,833	994,180
Receivables <sup>1</sup>	10	63,090	78,414
Other financial assets	11	286	286
<b>Financial Liabilities Class:</b>			
Payables <sup>2</sup>	16	483,645	251,880
Borrowings	17	140,500	140,500
Borrowings	17	183,406	198,634
<b>Notes</b>			
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)			

**26. 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 am 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. Collectability 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 be unable to collect all amounts due. This evidence includes past experience of 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 (2013: \$5.8m; 2012: \$26.57m) and not less than six months past due (2013: \$10.29m; 2012: \$2.28m) are not considered impaired and together these represent (2013: 65%; 2012: 90%) 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.

2013	Total <sup>1,2</sup>	Past due but not impaired <sup>1,2</sup>	Considered impaired <sup>1,2</sup>
	\$ '000	\$ '000	\$ '000
< 3 months overdue	11,952	5,202	6,750
3 months – 6 months overdue	1,328	928	400
> 6 months overdue	988	289	698
<b>2012</b>			
< 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

<sup>1</sup> Each column in the table reports 'gross receivables'.

<sup>2</sup> 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.



**26. 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 includes in its financial statements, through the carrying of future cash flows and liabilities, planning to ensure adequate liquidity to meet its obligations. 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 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest 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.

	Weighted Average Effective Int. Rate	Nominal Amount <sup>1</sup>	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate	Variable Interest Rate	Non-interest bearing	< 1 yr	1-5 yrs	> 5 yrs
<b>2013</b>								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	--	217,100	--	--	217,100	217,100	--	--
Creditors	--	266,545	--	--	266,545	266,545	--	--
Borrowings:								
Treasury advances	5.04%	140,500	85,000	55,500	--	140,500	--	--
Private Public Partnerships <sup>2</sup>	7.37%	374,875	374,875	--	--	5,507	24,783	163,116
<b>2012</b>								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	--	174,787	--	--	174,787	174,787	--	--
Creditors	--	251,880	--	--	251,880	251,880	--	--
Borrowings:								
Treasury advances	4.9%	140,500	85,000	55,500	--	140,500	--	--
Private Public Partnerships	7.56%	382,844	382,844	--	--	5,228	23,661	169,745

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 \$5.5m disclosed in the 2013 "Private Public Partnerships borrowings" time band <1 yr, the Department intends to pay \$1.38m in the first quarter of 2014.

**26. 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 2012. 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.

	\$ '000			
	Carrying Amount	Profit	Equity	Profit
<b>2013</b>				
<i>Financial assets</i>				
Cash and cash equivalents	1,180,833	(11,808)	--	11,808
Receivables	63,090	(631)	--	631
Other financial assets	286	(3)	--	3
<i>Financial liabilities</i>				
Payables	483,645	4,836	--	(4,836)
Borrowings	333,906	3,339	--	(3,339)
<b>2012</b>				
<i>Financial assets</i>				
Cash and cash equivalents	984,180	(9,842)	--	9,842
Receivables	78,414	(784)	--	784
Other financial assets	286	(3)	--	3
<i>Financial liabilities</i>				
Payables	251,880	2,519	--	(2,519)
Borrowings	339,134	3,391	--	(3,391)

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26. *Financial Instruments (continued)*

**Other price risk – T Corp 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	2013 \$'000	2012 \$'000
Cash facility	Cash, money market instruments	Up to 1.5 years	4,146	4,000

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 T Corp 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, T Corp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, T Corp 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 T Corp 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 T Corp) 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	2013 \$'000	2012 \$'000
Hour Glass Investment – Cash facility	+/- 1 %	41	40

**(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.

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26. *Financial Instruments (continued)*

**(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.
- Level 3 - Derived from valuation techniques that include inputs for the asset / liability not based on observable market data (unobservable inputs).

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial assets at fair value	--	--	--	--
T Corp Hour-Glass Investment Facility	--	--	--	--

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 2013.

27. *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.

27. Provision for superannuation (continued)

Reconciliation of the present value of the defined benefit obligation

	SASS Financial Year to 30 Jun 2013 A\$	SANCS Financial Year to 30 Jun 2013 A\$	SSS Financial Year to 30 Jun 2013 A\$
Present value of partly funded defined benefit obligation at beginning of the year	328,160	220,264	100,467,355
Current service cost	17,998	9,561	49,423
Interest cost	9,772	6,488	3,006,007
Contributions by Fund participants	9,977	-	23,635
Actuarial (gains)/losses	(130,433)	103,882	(11,586,176)
Benefits paid	(235,474)	(302,481)	(3,571,046)
Past service cost	-	-	-
Curtailments	-	-	-
Settlements	-	-	-
Business Combinations	-	-	-
Exchange rate changes	-	-	-
Present value of partly funded defined benefit obligation at end of the year	-	37,715	88,379,198

Reconciliation of the fair value of Fund assets

	SASS Financial Year to 30 Jun 2013 A\$	SANCS Financial Year to 30 Jun 2013 A\$	SSS Financial Year to 30 Jun 2013 A\$
Fair value of Fund assets at beginning of the year	406,218	775,293	48,681,756
Expected return on Fund assets	34,176	65,968	4,080,693
Actuarial gains/(losses)	(110,385)	32,600	3,717,853
Employer contributions	-	-	-
Contributions by Fund participants	9,977	-	23,635
Benefits paid	(235,474)	(302,481)	(3,571,046)
Past service cost	-	-	-
Curtailments	-	-	-
Settlements	-	-	-
Business Combinations	-	-	-
Exchange rate changes	-	-	-
Fair value of Fund assets at end of the year	104,512	571,380	53,932,891

27. Provision for superannuation (continued)

Reconciliation of the assets and liabilities recognised in statement of financial position

	SASS Financial Year to 30 Jun 2013 A\$	SANCS Financial Year to 30 Jun 2013 A\$	SSS Financial Year to 30 Jun 2013 A\$
Present value of partly funded defined benefit obligation at end of year	-	37,715	88,379,198
Fair value of Fund assets at end of year	(104,512)	(571,380)	(53,932,891)
Subtotal	(104,512)	(533,666)	34,446,307
Unrecognised past service cost	-	-	-
Unrecognised gain/(loss) asset	-	-	-
Adjustment for limitation on net asset	-	-	-
Net Liability/(Asset) recognised in statement of financial position at end of year	(104,512)	(533,666)	34,446,307

Expense recognised in income statement

	SASS Financial Year to 30 Jun 2013 A\$	SANCS Financial Year to 30 Jun 2013 A\$	SSS Financial Year to 30 Jun 2013 A\$
Current service cost	17,998	9,561	49,423
Interest cost	9,772	6,488	3,006,007
Expected return on Fund assets (net of expenses)	(34,176)	(65,968)	(4,080,693)
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	(6,406)	(49,918)	(1,025,283)

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27. *Provision for superannuation (continued)*

Amounts recognised in other comprehensive income

	SASS Financial Year to 30 Jun 2013 A\$	SANCS Financial Year to 30 Jun 2013 A\$	SSS Financial Year to 30 Jun 2013 A\$
Actuarial Gains/Losses	(20,048)	71,282	(15,314,029)
Adjustment for limit on net asset	--	--	--

Fund assets

The percentage invested in each asset class at balance sheet date:

	30 June 2013
Australian equities	30.4%
Overseas equities	26.1%
Australian fixed interest securities	6.9%
Overseas fixed interest securities	2.2%
Property	8.3%
Cash	13.1%
Other	13.0%

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 2013 A\$	SANCS Financial Year to 30 Jun 2013 A\$	SSS Financial Year to 30 Jun 2013 A\$
Actual return on Fund assets	34,730	98,568	8,171,580

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 2013
Salary increase rate (excluding promotional increase)	2.25%
Rate of CPI increase	2.5% pa
Expected rate of return on assets	8.6%
Discount rate	3.80% pa

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27. *Provision for superannuation (continued)*

(c) Demographic Assumptions

The demographic assumptions at 30 June 2013 are those that were used in the 2010 triennial actuarial valuation plus an additional allowance for staff reductions consistent with the Labour Expense Cap advised in the 2012-2013 Budget. The triennial review report is available from the NSW Treasury website.

Historical information

	SASS Financial Year to 30 Jun 2013 A\$	SANCS Financial Year to 30 Jun 2013 A\$	SSS Financial Year to 30 Jun 2013 A\$
Present value of defined benefit obligation	--	37,715	88,379,198
Fair value of Fund assets	(104,512)	(571,380)	(53,932,891)
(Surplus)/Deficit in Fund	(104,512)	(533,666)	34,446,307
Experience adjustments – Fund liabilities	(130,433)	103,882	(11,596,176)
Experience adjustments – Fund assets	110,385	(32,600)	(3,717,853)

Historic information 2012

	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)	(3,606,794)	(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)

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27. Provision for superannuation (continued)

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	(13,692,264)	(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)

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

Expected contributions

	SASS Financial Year to 30 Jun 2013 A\$	SANCS Financial Year to 30 Jun 2012 A\$	SSS Financial Year to 30 Jun 2013 A\$
Expected employer contributions to be paid in the next reporting period	--	--	--

(d) Surplus/deficit

The following is a summary of the 30 June 2013 financial position of the Fund calculated in accordance with AAS25 'Financial Reporting by Superannuation Plans':

	SASS 30 Jun 2013 A\$	SANCS 30 Jun 2013 A\$	SSS 30 Jun 2013 A\$
Accrued benefits	--	30,989	54,946,440
Net market value of Fund assets	(104,512)	(571,380)	(53,932,891)
Net (surplus)/deficit	(104,512)	(540,391)	1,013,549

27. Provision for superannuation (continued)

(b) Contribution recommendations

Recommended contribution rates for the entity are:

SASS Multiple of member contributions	SANCS % of member salary	SSS 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 actuarial review of the Fund are:

Weighted-Average Assumptions	
Expected rate of return on Fund assets backing current pension liabilities	8.3% pa
Expected rate of return on Fund assets backing other liabilities	7.3% pa
Expected salary increase rate	2.7% pa
Expected rate of CPI increase	4.0% pa
	2.5% pa

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.

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**28. Investments and Associates**

(a) Details of investments and associates are as follows.

Name	Principal Activities	Balance Date <sup>1</sup>	Ownership Interest <sup>2</sup>		Investment Carrying Amount <sup>3</sup>	
			2013	2012	2013	2012
Adskill Sdn Bhd <sup>4</sup>	Vocational Education	31 December	49%	49%	160	160

(b) Details of investments in other companies are as follows:

Name	Principal Activities	Balance Date <sup>1</sup>	Ownership Interest <sup>2</sup>		Investment Carrying Amount <sup>3</sup>	
			2013	2012	2013	2012
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 2012 (for 2013) and 30 June 2011 (for 2012); 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.

**29. 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 2013. 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](http://www.legislation.nsw.gov.au)).

### Education

The Minister for Education administers the following Acts:

- *Apprenticeship and Traineeship Act 2001*
- *Australian Catholic University Act 1990*
- *Charles Sturt University Act 1989*
- *Children (Education and Care Services National Law Application) Act 2010*
- *Children (Education and Care Services) National Law (NSW) Act 2011*
- *Children (Education and Care Services) Supplementary Provisions Act 2011*
- *Education Act 1990*
- *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*
- *Skills Board Act 2013*
- *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.*

The *Board of Vocational Education and Training Act 1994* was repealed and replaced by the *Skills Board Act 2013* on 27 November 2013.



The following Acts were amended during 2013:

- The *Apprenticeship and Traineeship Act 2001* was amended by the *Statute Law (Miscellaneous Provisions) Act (No 2) 2012* to enable the Commissioner for Vocational Training to amend a training contract at his own initiative.
- The *Children (Education and Care Services National Law Application) Act 2010* and the *Children (Education and Care Services) Supplementary Provisions Act 2011* were amended by the *Child Protection Legislation Amendment (Children's Guardian) Act 2013* upon the commencement of the *Child Protection (Working with Children) Act 2012*.
- The *Education Act 1990* was amended:
  - upon the commencement of the *Child Protection (Working with Children) Act 2012*
  - by the *Education Amendment (School Providers for Overseas Students) Act 2013* to enable the NSW Board of Studies to maintain the current system of regulating school providers of courses to overseas students
  - by the *Education Amendment (Non-Government Schools Funding) Act 2013* to make improvements to the way non-government schools are funded.
- The *Education (School Administrative and Support Staff) Act 1987* and the *Teaching Service Act 1990* were amended as a consequence of the commencement of the *Child Protection (Working with Children) Act 2012*.

- All university legislation was amended by the *Statute Law (Miscellaneous Provisions) Act 2013* to permit the authentication of documents in accordance with the *Interpretation Act 1987*. It was also clarified that provisions prohibiting members of governing bodies from participating in decisions in which they had a material interest did not prevent them from taking part in matters relating to their remuneration.
- The *West Scholarships Act 1930* was amended by the *Statute Law (Miscellaneous Provisions) Act (no 2) 2012* to remove redundant provisions relating to the making of by-laws.

## Citizenship and communities

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 *Commission for Children and Young People Act 1998* was amended during 2013 as part of the implementation of the *Child Protection Legislation Amendment (Children's Guardian) Act 2013*. The Minister for Family and Community Services became responsible for its administration during 2013.

## Aboriginal affairs

The Minister for Aboriginal Affairs administers the *Aboriginal Land Rights Act 1983*.

The *Aboriginal Lands Rights Act 1983* was amended during 2013:

- by the *Statute Law (Miscellaneous Provisions) Act 2013* to ensure that a transfer of assets, rights and liabilities of a local Aboriginal land council would, where relevant, be consistent with the requirements of the *Income Tax Assessment Act 1997*
- by the *Aboriginal Lands Right Amendment Act 2013* to enhance the administrative efficiency and effectiveness of the Act <sup>1</sup>.

## Sport and recreation

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 following Acts were amended during 2013:

- The *Motor Vehicle (Public Safety) Act 1985*, the *Mount Panorama Motor Racing Act 1989* and the *Sydney Olympic Park Authority Act 2001* were all amended by the *Road Transport Legislation (Repeal and Amendment) Act 2013*. These amendments reflected the change in name of the relevant legislation.
- The *Sydney Cricket and Sports Ground Act 1978* was amended by the *Statute Law (Miscellaneous Provisions) Act 2013* to enable the Sydney Cricket and Sports Ground Trust to lease land to the National Rugby League (NRL) Ltd in respect of the NRL's headquarters.

## Judicial decisions

There were no judicial decisions involving the Department of Education and Communities decided during 2013 that had a significant new impact on our operations.

<sup>1</sup> Note: The date of commencement of Section 2 (2) and Schedule 1 [14] [15] [43] and [44] was deferred.

## Appendix 2: Economic and other matters affecting the Department

This appendix includes the Department's response to significant matters in the statutory audit report, and outlines the major economic and other factors affecting the operational objectives of the Department.

### Audit matters

During 2012/13, the Department performed a revaluation of buildings as required by *AASB 116 Property, Plant and Equipment* and *TPP 07-01 Valuation of Physical Non-Current Assets at Fair Value*. The NSW Audit Office has reviewed the methodology and evidence provided to support the valuation, and has indicated that the Department's approach to the revaluation was reasonable. The independent auditor's report accompanying the 2012/13 financial statements contains an unmodified opinion.

Following the 2012/13 building asset revaluation, the Department is continuing to refine systems and processes for building related transactions and valuations. Advice and observations provided by the NSW Audit Office are informing this process.

### Early childhood education and care

Under the *National Partnership Agreement on Universal Access to Early Childhood Education* (which succeeds the expired *National Partnership Agreement on Early Childhood Education*), governments have committed to maintaining universal access to a preschool program in the 12 months prior to full-time schooling. The current agreement expires in December 2014, and further funding arrangements have not yet been determined by the Council of Australian Governments (COAG).

The *National Quality Agenda for Early Childhood Education and Care* is a unified national framework that applies to long day care, family day care, outside of school hours care and preschool services. This framework is underpinned by a national standard and a quality ratings system that aim to improve the quality of services. For NSW, the main changes which may impact on the cost and supply of childcare places include the following:

- Early childhood educators in centre-based services and family day care educators need to have (or be working towards) a minimum certificate III-level qualification.
- At least half of early childhood educators in centre-based services need to have (or be working towards) at least a diploma-level qualification.
- Smaller centre-based services will need to have access to an early childhood teacher.
- The maximum number of children preschool age or under that a family day care educator can be responsible for decreased from five to four.

The Department continues to work with the early childhood education and care sector to address implementation issues, including workforce availability, administrative burden on services, cost implications for families, and the requirements of the assessment and rating process.

### **National Education Reform Agreement**

The NSW Government committed to the *National Education Reform Agreement* in April 2013. Additional funding of \$153 million will begin in 2014, increasing to \$1.86 billion in 2019. At this time, the Commonwealth has only committed to the first four years of the agreement. The Department continues to work with the Commonwealth to deliver on the funding and reforms contained in the agreement to ensure the best possible outcomes for the State's students.

### **Skills reform**

In April 2012, NSW signed the *National Partnership Agreement on Skills Reform* which is worth \$562 million over five years. The national partnership commits NSW to a range of structural reforms and collaborative projects including a national entitlement to a certificate III qualification, an expansion of income contingent loans for government-subsidised diploma and advanced diploma qualifications and stronger quality assurance. The national partnership also commits NSW to targets for higher-level qualifications.

The NSW Government asked the Independent Pricing and Regulatory Tribunal (IPART) to review price and fee arrangements for government-subsidised VET, design a methodology for pricing VET qualifications, and provide advice on setting student fees and government subsidies. IPART released its draft report *Pricing VET under Smart and Skilled* in July 2013. Following consultation, it delivered its final report to the Minister for Education in October 2013. The NSW Skills Board is considering IPART's advice.

The Department continues to work with the Australian Skills Quality Authority (ASQA) to maintain course quality, provide students with better information about their studies, and provide a clear complaint process.

### **Apprenticeships and traineeships**

In 2013, the Department approved around 72,500 applications for apprenticeships and traineeships. This was a decrease of 22.8 per cent compared to 2012. This decline can be partially attributed to the Commonwealth withdrawing incentives for existing worker trainees in most industries from July 2013. In addition, there has been a national downturn in apprenticeship numbers due to a softening in the mining sector. This had had a flow-on effect for associated manufacturing and service industries.

### **Investment in school infrastructure**

The Department is planning to invest around \$420 million for school infrastructure in 2013/14. This is around 6.3 per cent less than the previous year's budget allocation, mainly due to the finalisation of the Commonwealth's *Building the Education Revolution* economic stimulus funding and the *National Solar Schools Program*, along with the timing and cash flow of a number of major projects.

## Closing the gap in Aboriginal disadvantage

The *Bilateral Indigenous Plan between the Commonwealth and NSW to Close the Gap in Indigenous Disadvantage 2010-15* supports joint work to close the gap between the State's Aboriginal and non-Aboriginal people. Within the bilateral framework, six national partnership agreements have been implemented to reduce Aboriginal disadvantage in the areas of economic participation, early childhood development, health outcomes, housing, remote internet access and service delivery.

Following the federal election in August 2013, a number of the former mechanisms for inter-governmental engagement have not been reactivated, and the Office of the Coordinator General for Remote Indigenous Services has been disbanded. The transitioning of Aboriginal affairs policy work into the Department of Prime Minister and Cabinet continues, and it remains unclear how this will operate with regard to NSW-Commonwealth relations.

The Department continues to pursue opportunities for joint work between *OCHRE: Opportunity, choice, healing, responsibility, empowerment* and Commonwealth programs (for example between OCHRE's Local Decision-Making and the Commonwealth's *Empowered Communities* initiative), and coordinate services to improve outcomes for the State's Aboriginal communities.

## Learning Management and Business Reform

The objective of the Department's *Learning Management and Business Reform* (LMBR) program is to replace outdated systems with an integrated finance, human resources and payroll solution, and a student administration and learning management (SALM) solution. The LMBR program is currently reviewing timelines for 2014 deliverables in order to better manage risks to schools, TAFE NSW and corporate services. The Department is committed to ensuring the successful deployment of the solutions, although this may mean the rollout will be extended over a longer period of time and incur additional implementation costs.

While the implementation of human resources and payroll systems in TAFE NSW has been successful, the schools implementation has faced some challenges. To support the schools in the initial rollout, the Department provided additional funding for relief, additional training and support resources to schools. The lessons learnt from the initial implementation to schools will be critical in future deployments.

## Appendix 3: Human resources

This appendix provides data on the number of officers and staff employed by the Department, commentary on our personnel policy and practices, movement in wages and our organisational structure.

In 2013, the Department employed 99,766 full-time equivalent (FTE) staff. Over 70 per cent of the Department's staff were teachers in NSW public schools and TAFE NSW institutes.

**Table 8:** Number of full-time equivalent (FTE) staff (2010-2013)

	June 2010	June 2011	June 2012	June 2013
Teachers (schools)	60,141	61,144	61,664	61,904
Educational support (schools)	17,392	18,045	18,330	18,176
Educational support (state and regional offices)	3,299	3,290	3,386	3,173
Corporate services (core and non-core)	2,101	2,075	2,124	2,052
Educational support (TAFE NSW)	4,032	4,153	4,161	3,896
Teachers (TAFE NSW)	10,791	10,422	10,234	9,642
Adult Migrant English Service (AMES) and the National Art School (NAS)	189	155	29	20
Early childhood education and care		101		
Office of Communities		946	922	903
<b>Total</b>	<b>97,946</b>	<b>100,330</b>	<b>100,849</b>	<b>99,766</b>

Source: *NSW Public Sector Workforce Profile*, as at 30 June each year. Notes: Includes permanent, temporary and casual staff. Due to rounding, figures may not add up to the totals shown. Educational support (state and regional offices) includes staff employed to deliver Commonwealth initiatives: *Building the Education Revolution* and *Digital Education Revolution*. 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. Office of Communities became part of the Department in April 2011, and are not included in pre-2011 figures.

## Primary school teachers

**Table 9:** Teaching service staff: Primary teachers in NSW public schools (2013)

	Female			Male			Total number	
	Number	% of total	% of total at this level	Number	% of total	% of total at this level	Number	% of grand total
Classroom teachers	15,495	78.6%	84.0%	2,956	64.3%	16.0%	18,451	75.9%
Assistant principals	2,886	14.6%	78.8%	776	16.9%	21.2%	3,662	15.1%
Deputy principals	282	1.4%	70.3%	119	2.6%	29.7%	401	1.6%
Highly Accomplished Teachers (HATs)	16	0.1%	88.9%	2	0.0%	11.1%	18	0.1%
Primary principal class 6	144	0.7%	84.2%	27	0.6%	15.8%	171	0.7%
Primary principal class 5	292	1.5%	62.5%	175	3.8%	37.5%	467	1.9%
Primary principal class 4	237	1.2%	54.6%	197	4.3%	45.4%	434	1.8%
Primary principal class 3	190	1.0%	55.1%	155	3.4%	44.9%	345	1.4%
Primary principal class 2	135	0.7%	48.6%	143	3.1%	51.4%	278	1.1%
Primary principal class 1	34	0.2%	41.5%	48	1.0%	58.5%	82	0.3%
Executive principals (Connected Communities)	4	0.0%	66.7%	2	0.0%	33.3%	6	0.0%
<b>Total</b>	<b>19,715</b>	<b>100.0%</b>	<b>81.1%</b>	<b>4,600</b>	<b>100.0%</b>	<b>18.9%</b>	<b>24,315</b>	<b>100.0%</b>
<b>Total primary principals</b>	<b>1,036</b>	<b>5.3%</b>	<b>58.1%</b>	<b>747</b>	<b>16.2%</b>	<b>41.9%</b>	<b>1,783</b>	<b>7.3%</b>
<b>Total promoted</b>	<b>4,220</b>	<b>21.4%</b>	<b>72.0%</b>	<b>1,644</b>	<b>35.7%</b>	<b>28.0%</b>	<b>5,864</b>	<b>24.1%</b>

Source: *NSW Public Sector Workforce Profile*, as at 30 June 2013. Includes full-time permanent and temporary (non-casual) preschool to Year 6 teachers on payroll. Teachers who were on leave without pay for 12 months or more are not included. Highly Accomplished Teachers (HATs) (under national partnerships) and executive principals are temporary appointments but have been included in the 'total promoted' category.

## Secondary school teachers

**Table 10:** Teaching service staff: Secondary teachers in NSW public schools (2013)

	Female			Male			Total number	
	Number	% of total	% of total at this level	Number	% of total	% of total at this level	Number	% of grand total
Classroom teachers	10,494	80.7%	59.0%	7,286	74.1%	41.0%	17,780	77.9%
Head teacher/ district guidance officer	2,009	15.4%	52.0%	1,855	18.9%	48.0%	3,864	16.9%
Deputy principals	330	2.5%	43.4%	430	4.4%	56.6%	760	3.3%
Highly Accomplished Teachers (HATs)	5	0.0%	71.4%	2	0.0%	28.6%	7	0.0%
Secondary principal class 2	95	0.7%	38.9%	149	1.5%	61.1%	244	1.1%
Secondary principal class 1	72	0.6%	41.9%	100	1.0%	58.1%	172	0.8%
Executive principals (Connected Communities)	1	0.0%	16.7%	5	0.1%	83.3%	6	0.0%
<b>Total</b>	<b>13,006</b>	<b>100.0%</b>	<b>57.0%</b>	<b>9,827</b>	<b>100.0%</b>	<b>43.0%</b>	<b>22,833</b>	<b>100.0%</b>
<b>Total primary principals</b>	<b>168</b>	<b>1.3%</b>	<b>39.8%</b>	<b>254</b>	<b>2.6%</b>	<b>60.2%</b>	<b>422</b>	<b>1.8%</b>
<b>Total promoted</b>	<b>2,512</b>	<b>19.3%</b>	<b>49.7%</b>	<b>2,541</b>	<b>25.9%</b>	<b>50.3%</b>	<b>5,053</b>	<b>22.1%</b>

Source: *NSW Public Sector Workforce Profile*, as at 30 June 2013. Includes full-time permanent and temporary (non-casual) secondary teachers on payroll. Teachers who were on leave without pay for 12 months or more are not included. Highly Accomplished Teachers (HATs) (under national partnerships) and executive principals are temporary appointments but have been included in the 'total promoted' category.

## Primary and secondary school teachers

**Table 11:** Teaching service staff: Primary and secondary teachers in NSW public schools (2013)

	Female			Male			Total number	
	Number	% of teaching staff	% of females at this level	Number	% of teaching staff	% of males at this level	Number	% of teaching staff
Total teaching staff	32,721	100.0%	69.4%	14,427	100.0%	30.6%	47,148	100.0%
Total principals	1,204	3.7%	54.6%	1,001	6.9%	45.4%	2,205	4.7%
Total promoted	6,732	20.6%	61.7%	4,185	29.0%	38.3%	10,917	23.2%

Source: *NSW Public Sector Workforce Profile*, as at 30 June 2013. Includes full-time permanent and temporary (non-casual) secondary teachers on payroll. Teachers who were on leave without pay for 12 months or more are not included. Highly Accomplished Teachers (HATs) (under national partnerships) and executive principals are temporary appointments but have been included in the 'total promoted' category.

## Part-time school teachers

**Table 12:** Part-time school teachers in NSW public schools (2013)

	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	9,764 (92.7%)	5,165.4	0.5	770 (7.3%)	426.2	0.6	10,534 (100%)	5,591.5	0.5
Primary promoted teachers	362 (94.0%)	219.3	0.6	23 (6.0%)	14.9	0.6	385 (100%)	234.2	0.6
<b>Total primary</b>	<b>10,126 (92.7%)</b>	<b>5,384.7</b>	<b>0.5</b>	<b>793 (7.3%)</b>	<b>441.1</b>	<b>0.6</b>	<b>10,919 (100%)</b>	<b>5,825.7</b>	<b>0.5</b>
Secondary classroom teachers	4,411 (80.8%)	2,577.7	0.6	1,051 (19.2%)	640.7	0.6	5,462 (100%)	3,218.4	0.6
Secondary promoted teachers	142 (88.8%)	99.5	0.7	18 (11.3%)	12.6	0.7	160 (100%)	112.1	0.7
<b>Total secondary</b>	<b>4,553 (81.0%)</b>	<b>2,677.2</b>	<b>0.6</b>	<b>1,069 (19.0%)</b>	<b>653.3</b>	<b>0.6</b>	<b>5,622 (100%)</b>	<b>3,330.5</b>	<b>0.6</b>
<b>Grand total</b>	<b>14,679 (88.7%)</b>	<b>8,061.9</b>	<b>0.5</b>	<b>1,862 (11.3%)</b>	<b>1,094.3</b>	<b>0.6</b>	<b>16,541 (100%)</b>	<b>9,156.2</b>	<b>0.6</b>

Source: *NSW Public Sector Workforce Profile*, as at 30 June 2013. Includes part-time permanent and temporary (non-casual) teachers on payroll. Teachers who were on leave without pay for 12 months or more are not included. 'Average FTE' (rounded to one decimal place) is calculated by dividing the total FTE by the number of teachers.



## Strategic planning

The Department's *Strategic Human Resources Plan 2012-2017* aligns human resources planning with the Department's strategic plan and NSW Government priorities. Support tools, including the implementation guide, provide business units with guidance on ways to implement the plan at the local level.

## Government Sector Employment Act 2013

The *Government Sector Employment Act 2013* will commence in February 2014, and will replace the *Public Sector Employment and Management Act 2002*.

The new Act introduces reforms to the structure and management of the NSW public sector. It reflects the commitment of the NSW Government to employment arrangements that facilitate high performance, excellent customer service delivery and rewarding careers.

Two important areas of reform are changes to the executive structure of the public service, and changes to the employment arrangements and management practices which apply more generally to non-executive employees of the Department.

The Department is working closely with the Public Service Commission to ensure a smooth transition to the new Act. The transition of executives under the new public service senior executive arrangements are to be completed within three years of the commencement of the Act.

## Capability development

The new *NSW Public Sector Capability Framework* was released by the NSW Public Service Commission in August 2013 as part of a suite of reforms to modernise the public sector workforce. The framework describes the capabilities and associated behaviours that are expected of all NSW public sector

employees, from entry-level to executive staff across the sector. The Department is currently reviewing existing processes to embed the framework across the full range of our workforce management and professional development activities.

The *NSW Performance Development Framework* was launched in July 2013 by the NSW Public Service Commission. It sets the approach for managing all aspects of employee performance in the NSW public sector. The Department is reviewing, streamlining and enhancing existing performance management systems and processes to align with the framework.

The Department has three years to comply with meeting the Public Service Commission's requirements under these frameworks.

Following the introduction of the Australian Institute for Teaching and School Leadership's *Australian Teacher Performance and Development Framework* and reforms under *Great Teaching, Inspired Learning*, we are focusing on enhancing performance management and development processes for staff in schools.

In 2013, the Department consulted with the NSW Teachers Federation to develop an improved performance development process for principals, executive and teaching staff. The new annual performance management process will include personal and collaborative reflection, goal-setting, professional learning and feedback. Further development work will occur in 2014, with a view to implementing the new process in 2015.

A pilot program introducing performance management and development for non-teaching staff in schools was launched in 2013. The evaluation of this pilot in 2014 will inform planning for further implementation.

## Organisational change

In 2013, 494 staff accepted an offer of voluntary redundancy and four staff were made forcibly redundant under the terms of the *Managing Excess Employees* policy. Support for employees affected by the organisational changes was coordinated through a dedicated change management unit and 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 services have continued to work closely with the Department's corporate services area to ensure a consistent approach to people management.

## 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-life balance for staff with carer responsibilities and work-related adjustment needs for staff with disability.

During 2013, 60,495 staff (83.3 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 47,190 staff (75.5 per cent of whom were women) took short-term absences for family and community responsibilities.

## Leave administration

Directors and managers worked with staff toward the goal of reducing all recreation leave balances to below 40 days by 30 June 2013.

Human Resources directorate wrote to school principals regarding atypical sick leave patterns for around 7,400 school teachers. By the end of 2013, 2.8 per cent of identified teachers were assessed as requiring further action. Where the principal determined it appropriate, staff were requested to provide a medical certificate for all future periods of sick leave taken in a 12-month period.

## Staff performance and conduct

The Department's Employee Performance and Conduct directorate supported supervisors to effectively manage the performance and conduct of staff through training, advice and oversighting improvement programs. The directorate investigated allegations of misconduct, including corrupt conduct, financial and academic fraud and maladministration and child protection allegations.

## Wages and salaries

In May 2013, the NSW Government announced that wage increases must now factor in the increase in the superannuation guarantee contribution, and not exceed the *NSW Public Sector Wages Policy 2011* and the *Industrial Relations (Public Sector Conditions of Employment) Regulation 2011* increase of 2.5 per cent without offsetting employee-related cost savings.

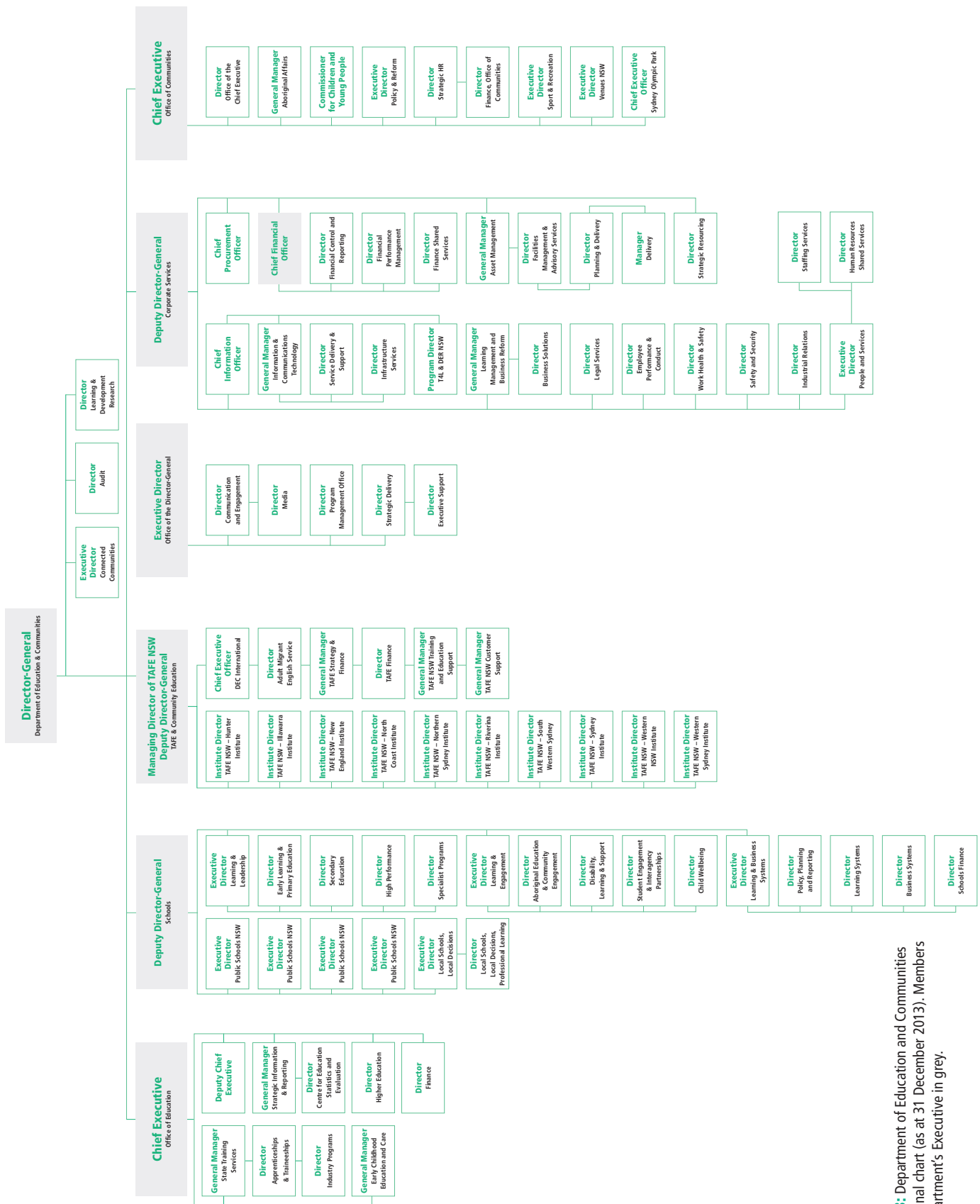
- In January 2013, teachers, principals, executive and other related staff received an increase of 2.5 per cent under the *Crown Employees (Teachers in Schools and Related Employees) Salaries and Conditions Award*.
- In January 2013, following the variation of the *Crown Employees (Chief Education Officers - Department of Education and Communities) Salaries and Conditions Award 2009*, and the *Crown Employees NSW Adult Migrant English Service (Teachers and Related Employees) Award 2012*, an increase of 2.5 per cent was paid to chief education officers, Adult Migrant English Service (AMES) teachers and related employees.
- In January 2013, salaries and allowances under the *TAFE Commission of NSW Institute Managers Enterprise Agreement 2013* were increased by 2.5 per cent.
- In July 2013, following the variation of relevant awards, an increase of 2.27 per cent for public service staff, school administrative and support staff, staff employed in the Department's Sport and Recreation agency and Sydney Olympic Park Authority was paid.

- In September 2013, the third and final increase of 3.25 per cent was paid under the *Illawarra Venues Authority Australian Workers Union (State) Award 2011*.
- In October 2013, salaries and allowances under the *TAFE Commission of NSW Teachers and Related Employees Enterprise Agreement 2013* were increased by 2.5 per cent, effective from July 2013.
- In December 2013, salaries and allowances under the *TAFE Commission of NSW Administrative, Support and Related Employees Enterprise Agreement 2013* were increased by 2.27 per cent, effective from November 2013.

## Senior executive service

The Statutory and Other Officers Remuneration Tribunal (SOORT) made its annual determination in relation to the senior executive service (SES) remuneration packages in September 2013. SOORT determined a 2.5 per cent increase effective for SES officers from October 2013. As the remuneration packages for SES officers include employer superannuation contributions, the increases to the superannuation guarantee levy do not need to be deducted from the increase.

# Department of Education and Communities organisational chart



**Figure 23:** Department of Education and Communities organisational chart (as at 31 December 2013). Members of the Department's Executive in grey.

## Appendix 4: Senior officers and management performance

This appendix details the number of SES positions and officers in the Department at each remuneration level, 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 officers

**Table 13:** Number of SES officers at each level (other than staff employed to deliver Commonwealth initiatives: *Building the Education Revolution* and *Digital Education Revolution*) (as at 31 December)

SES Level	Number of positions					Number of SES officers				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
1	0	0	0	0	0	0	0	0	0	0
2	23	19	14	10	10	23	19	15	8	8
3	30	29	27	33	32	26	27	25	21	25
4	16	17	18	22	19	15	15	17	20	18
5	16	19	20	20	19	16	17	19	17	18
6	3	3	2	2	2	3	2	2	2	2
7	3	3	4	5	5	3	3	4	5	5
8	1	1	1	1	1	1	1	1	1	1
<b>Total</b>	<b>92</b>	<b>91</b>	<b>86</b>	<b>93</b>	<b>88</b>	<b>87</b>	<b>84</b>	<b>83</b>	<b>74</b>	<b>77</b>

Source: Department of Education and Communities, Human Resources directorate. Note: Figures for 2012 and 2013 include the Office of Communities except for Sydney Olympic Park Authority, the Children's Guardian and the NSW Commission for Children and Young People.

**Table 14:** Number of SES officers at each level employed to deliver Commonwealth initiatives: *Building the Education Revolution* and *Digital Education Revolution* (as at 31 December)

SES Level	Number of positions					Number of SES officers				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
1	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
3	2	3	1	1	1	2	2	1	1	0
4	0	0	1	0	0	0	0	1	0	0
5	1	1	1	0	0	1	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
7	1	1	1	0	0	1	1	1	0	0
8	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>

Source: Department of Education and Communities, Human Resources directorate.

**Table 15:** Percentage of female and male SES officers at each level (including staff employed to deliver Commonwealth initiatives: *Building the Education Revolution* and *Digital Education Revolution*) (as at 31 December)

SES Level	Proportion of female (%)					Proportion of male (%)				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2	30.4%	31.6%	26.7%	25.0%	62.5%	69.6%	68.4%	73.3%	75.0%	37.5%
3	50.0%	48.3%	46.2%	50.0%	40.0%	50.0%	51.7%	53.8%	50.0%	60.0%
4	40.0%	60.0%	55.6%	60.0%	66.7%	60.0%	40.0%	44.4%	40.0%	33.3%
5	41.2%	35.3%	36.8%	41.2%	27.8%	58.8%	64.7%	63.2%	58.8%	72.2%
6	33.3%	50.0%	0.0%	50.0%	50.0%	66.7%	50.0%	100.0%	50.0%	50.0%
7	25.0%	25.0%	40.0%	60.0%	60.0%	75.0%	75.0%	60.0%	40.0%	40.0%
8	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%
<b>Total</b>	<b>39.6%</b>	<b>42.5%</b>	<b>41.9%</b>	<b>49.3%</b>	<b>48.1%</b>	<b>60.4%</b>	<b>57.5%</b>	<b>58.1%</b>	<b>50.7%</b>	<b>51.9%</b>

Source: Department of Education and Communities, Human Resources directorate. Note: Figures for 2012 and 2013 include the Office of Communities except for Sydney Olympic Park Authority, the Children's Guardian and the NSW Commission for Children and Young People.

### Government Sector Employment Act 2013

The *Government Sector Employment Act 2013* will commence on 24 February 2014, and will replace the *Public Sector Employment and Management Act 2002*. Under the new Act, the current chief executive service (CES), SES and award-based senior executives (senior officers and equivalent roles) will be replaced by a single, consistent executive structure.

### Dr Michele Bruniges, AM, GDipEdSt, DipT, MEd, PhD, GAICD

- Director-General of Education and Communities
- Senior Executive Service Level 8
- Remuneration package: \$531,100

Dr Bruniges led a number of significant reforms in 2013, with a spotlight on ensuring quality services for students, parents and communities in NSW, both now and into the future.

Under Dr Bruniges' leadership, the Department was able to announce a new funding model for early childhood education and care that will make an

additional \$150 million available to community preschools across NSW, lowering the cost of preschool for families. The model will be implemented from the start of 2014.

A significant achievement was the agreement between NSW and the Commonwealth for the 'Gonski' school funding arrangements. This was the result of committed negotiation to ensure consistency with existing reforms and the best possible deal for NSW public schools and students.

In March 2013, the NSW Government released the *Great Teaching, Inspired Learning* blueprint for action. Dr Bruniges led the work on the blueprint, which includes a range of actions aiming to provide teachers with the recognition and rewards they deserve, and improve the quality of teaching in NSW public schools. Under the blueprint, Dr Bruniges introduced new scholarships to attract skilled teachers to regional and remote schools, as well as new cadetships and internships to give student teachers the opportunity to work as paraprofessionals in schools while they complete their study.

Dr Bruniges continued to lead the implementation of the *Local Schools, Local Decisions* reforms in 2013. A key focus was the development of the new Resource Allocation Model (RAM), which will ensure a simpler, fairer and more transparent distribution of public school funding and transform the way resources are managed across the Department. Dr Bruniges ensured extensive stakeholder consultation to guide the development of the RAM, and detailed modelling and testing to guarantee the best outcomes for schools and students.

Dr Bruniges oversaw the new *Rural and Remote Education: A blueprint for action*, which will provide additional support to students in rural and remote areas. The blueprint focuses on improving early childhood education, ensuring that students can access a broad curriculum, providing incentives for attracting and retaining quality teachers and leaders to rural and remote schools, and establishing 15 specialist centres offering coordinated, inter-agency health and wellbeing services.

The Director-General continued to prepare for the implementation of the *Smart and Skilled* reforms that will reshape the vocational education landscape. In December 2013, the Minister for Education was able to release the *NSW Skills List* that establishes the courses that will attract NSW Government funding from January 2015, and the *NSW Quality Framework* that will ensure that students and employers can expect the highest quality training. The introduction of the reforms was deferred to provide a smoother transition for students and training providers and to better align with the academic year.

This was the first full year of the implementation of the *Connected Communities* strategy. This new approach aims to meet the educational and social aspirations of Aboriginal and other children in 15 targeted rural communities. Dr Bruniges travelled with the program's executive director to each of the *Connected Communities*

locations to speak with schools and local community members. Although in its early days, positive results are being seen in attendance, engagement, achievement, community relations, inter-agency cooperation and infrastructure improvements. A comprehensive evaluation program will assess the strategy over the coming years.

The *Connected Communities* strategy is also a key component of the NSW Government's broader plan for Aboriginal affairs (OCHRE). Under Dr Bruniges' leadership, four locations were chosen for the first set of OCHRE's Opportunity Hubs. The hubs will give students pathways to real jobs and further education by getting employers, training providers, support services and Aboriginal communities involved in career planning at school. Language and Culture Nests are also being established to reconnect Aboriginal students to local languages. The North West Wiradjuri Nest was established in 2013 with four additional trial nests expected to be launched in 2014.

Dr Bruniges oversaw the Department's consultation with over 5,000 volunteers and organisations that informed the *Statement of Principles for the Recognition of Volunteers*. The statement aims to improve respect, dignity and fairness for volunteers and has already been endorsed by around 60 organisations representing more than 400,000 volunteers. In 2013, the Department undertook the first timebanking trial in Australia. The trial in the Central Coast, Hunter and Newcastle regions involved more than 4,000 people exchanging over 8,000 hours of services, making it the largest timebanking network in the world.

In August 2013, the Hon. Gabrielle Upton MP was welcomed as our new Minister for Sport and Recreation, and Dr Bruniges worked with the outgoing and incoming ministers to ensure a smooth transition.

It was a productive year for NSW Sport and Recreation in 2013.

Following extensive consultation and debate, the *Combat Sports 2013 Bill* was passed by Parliament and regulates a range of combat sports including boxing, kickboxing, wrestling, Muay Thai, mixed martial arts and jiu-jitsu.

The Department continued to manage its grants programs to help upgrade local sporting facilities and develop the State's sport and recreation industry. The Department ran over 270 sport development courses in metropolitan and regional areas to build the skills of sport volunteers in administration, marketing, child protection and sports safety.

Eleven sport and recreation centres across NSW continued to provide outdoor education and recreation experiences for schools, corporate and community groups, children and families. Under Dr Bruniges' leadership, the centres continued to focus on providing opportunities for people with disability. This included 15 respite camps for teens with intellectual disability, involving 145 young people, their families and support workers.

The Department also continued to manage three former Olympic venues. In March 2013, the Sydney International Regatta Centre hosted the Sydney International Rowing Regatta. It was the first time the World Rowing Cup opening round has ever been held in the southern hemisphere and only the second time outside Europe.

The Director-General is also a Centenary of Anzac ambassador, and continued to lead community engagement as part of the Centenary of the First World War 2014-2018 commemorations.

Dr Bruniges continued to uphold the importance of fiscal responsibility, and ensured that the Department operated within budget and the requirements of the NSW Government's labour

expense cap. During 2013, the Director-General led a major realignment of the Department's state office and replaced its regional model with a more streamlined model of support for public schools. These changes were implemented after extensive consultation with staff, and ensuring that appropriate support services were available to those affected by the changes. Dr Bruniges worked with her senior managers to minimise any adverse impact on teaching and learning in our schools, TAFE colleges and on other services we deliver to the community.

The Director-General oversaw the successful negotiation of a new school teacher's award that delivered on our commitments to introduce a standards-based salary structure for teachers, principal classification based on complexity and streamlined performance management and development processes. The Department also finalised a new enterprise agreement for TAFE teachers that provides a trial for new classifications to enhance the competitiveness of TAFE NSW in the new VET environment under *Smart and Skilled*.

Dr Bruniges expressed her commitment to social responsibility by taking part in the Vinnies CEO Sleepout. Spending one night sleeping rough with other CEOs, she raised more than \$5,000 for this important cause.

The Premier of NSW acknowledges that Dr Michele Bruniges AM 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 of TAFE and Community Education
- Senior Executive Service Level 7
- Remuneration package: \$401,090

Ms Christie has played a major leadership role in ensuring TAFE NSW's position as Australia's leading provider of vocational education and training (VET) for the people of NSW by increasing student participation and ensuring outcomes meet State and Commonwealth priorities.

Under Ms Christie's leadership, TAFE NSW continued to provide access to a world-class training system that encompasses the best of campus-based delivery as well as workplace, online, and other flexible alternatives. TAFE NSW continued to provide specialist and accessible training to deliver skills critical to the NSW economy, meet industry needs, and support skill development, higher-level qualifications, further study and employment.

This year, TAFE NSW enrolments in Australian Qualifications Framework (AQF) certificate III qualifications and above (as a proportion of total enrolments) increased from 51.2 per cent in 2012 to 54.8 per cent. Completions (as a proportion of total completions) increased from 38.7 per cent to 41.4 per cent. Commercial enrolments (excluding international enrolments) increased by 8.6 per cent and international student commencements increased by 4.2 per cent in a period of market decline.

Ms Christie led TAFE NSW's ongoing commitment to enhancing opportunities for Aboriginal students. In May 2013, the Minister for Education launched the report *Not Just a Dream: Aboriginal student pathways to higher-level qualifications in TAFE NSW* and a companion document of good practice case studies. Between 2012 and 2013, enrolments in AQF certificate II qualifications and above by Aboriginal

students increased by 6.5 per cent and completions increased by 5.0 per cent. Student enrolments in Aboriginal language qualifications increased from 272 in 2012 to over 357 in 2013.

TAFE NSW continued to support students with disability, and enrolments in AQF certificate III qualifications and above increased by 6 per cent between 2012 and 2013. Completion rates increased by 5.3 per cent over the same period.

At the request of the Minister and with the support of the TAFE Commission Board, Ms Christie led the consultation *Let's Talk about TAFE*. The consultation found that TAFE NSW enjoys strong brand recognition and market penetration in NSW. An independent survey by Newspoll found that TAFE NSW is almost universally recognised, with 97 per cent of survey respondents knowing about the organisation. Of these, 96 per cent said that TAFE NSW services are valuable to NSW.

In August 2013, the Minister released the *TAFE NSW Statement of Owner Expectations*, which documented the NSW Government's expectations of TAFE NSW. The statement authorises TAFE NSW to undertake governance and business reforms and articulates the NSW Government's agreement that TAFE NSW institutes be established as separate entities, wholly owned and controlled by TAFE NSW. The statement was informed by *Let's Talk about TAFE*.

TAFE NSW institutes achieved outstanding results at recent national and state awards, demonstrating Ms Christie's commitment to excellence, industry and community collaboration, and student outcomes. TAFE NSW is also highly regarded internationally for its expertise in VET and workforce capacity development. In May 2013, Ms Christie signed a landmark memorandum of understanding between the Department, the Ho Chi Minh City Department of Education and Training, and EMG Education Vietnam, and the first contract under the agreement was signed in December 2013.

During 2013, international student commencements in TAFE NSW increased by 4.2 per cent, compared to a decline of 1.6 per cent across the VET sector nationally.

Ms Christie oversaw the growth in TAFE-delivered higher education programs. In 2013, six bachelor and associate degree qualifications were delivered at nine TAFE NSW locations across NSW. Between 2012 and 2013, enrolments in these programs increased by 80 per cent. In 2013, the Associate Degree of Applied Engineering (Renewable Energy Technologies) and the Graduate Diploma of Leadership (VET Sector) were accredited by Tertiary Education Quality Standards Agency, and will be offered in 2014. Six other qualifications are in development in consultation with industry, other providers and professional associations.

In 2013, under Ms Christie's leadership, TAFE NSW succeeded in reaching agreement on the *TAFE Administrative, Support and Related Employees Enterprise Agreement* and the *TAFE Commission of NSW Teachers and Related Employees Enterprise Agreement*, signalling positive and productive working relationships within TAFE NSW.

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 of Office of Education
- Senior Executive Service Level 7
- Remuneration package: \$379,675

Under Ms Loble's leadership, the Office of Education provided the NSW Government with high-level advice on national education policy. This included the complex and detailed strategic advice that led to the signing of the *National Education Reform Agreement*. NSW was the first jurisdiction to enact the 'Gonski' school funding reforms,

worth an extra \$5 billion to the State for school education. She also guided legislative amendments relating to non-government school funding to enable NSW to meet its obligations under the agreement.

Ms Loble led the development of a new community preschool funding model which makes an extra \$150 million available to over 720 services across the State, a 20 per cent increase on current funding levels. This major policy initiative aims to drive increased participation, particularly among disadvantaged groups. This funding boost was complemented by a \$20 million preschool fee reduction initiative that lowered average daily fees by 23 per cent in 2013.

Ms Loble also guided operations designed to increase the quality and safety of early childhood services across the State. During 2013, over 3,000 visits were conducted by regulatory staff under Ms Loble's leadership, ensuring that all services provide a safe and enriching environment for the children in their care.

In 2013, Ms Loble guided the successful development of the NSW Government's *Smart and Skilled* reforms to the training system. She oversaw the establishment of the independent NSW Skills Board and the announcement of the *NSW Skills List* that will align NSW Government funding with the needs of industry and the NSW economy. She oversaw the release of the *Smart and Skilled: NSW Quality Framework*, and ensured that the Independent Pricing and Regulatory Tribunal (IPART) review of prices, fees and subsidies received the necessary high-level data and advice. Ms Loble also successfully concluded negotiations with the Commonwealth that secured \$133 million through the *National Partnership on Skills Reform*.

Ms Loble continued to guide the State's apprenticeship and traineeship system, overseeing a 3.7 per cent increase in the completion rate, with over 55,600 apprentices and trainees completing their training in 2013.

In higher education, she guided the *Review into Agricultural Education and Training in NSW* to a successful conclusion, securing the Government's support for all but one of the 27 recommendations, and oversaw the preparation of legislation to cut red tape for universities through greater autonomy in financial management and commercial activity.

Ms Loble led the Centre for Education Statistics and Evaluation through its first full year of operation, and the Department's research and evaluation agenda. The centre supplied the evidence underpinning the Government's *Great Teaching, Inspired Learning* reforms, *Rural and Remote Education: A blueprint for action*, and for the new RAM for NSW public schools. The centre also disseminated valuable information on what works in education through a publications program and a new online resource which presents national and international research findings and real examples from public and non-government schools.

Under Ms Loble's guidance, the Office of Education also developed strategies for the management and dissemination of business intelligence in the Department, aiming to place up-to-date key data in the hands of decision-makers and managers across the Department.

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 of Schools
- Senior Executive Service Level 7
- Remuneration package: \$379,675

As Deputy Director-General of Schools, Mr Prior is responsible for driving strategy and policy across NSW public schools. He has provided strategic leadership 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 significant initiatives in NSW in leadership, curriculum and assessment, literacy and numeracy, Aboriginal education, quality teaching and organisational effectiveness.

Mr Prior has provided strong leadership through an executive team that is committed to providing the highest quality support to schools, improving learning outcomes for students, and developing the highest community confidence in schools.

In 2013, Mr Prior focused on professional development and evidence-based and student-centred approaches to teaching and learning. He continued to strengthen leadership at all levels, build on authentic community engagement and enhance the authority and accountability of schools. Mr Prior was also responsible for the development of quality professional learning to support the implementation of the new NSW syllabuses for the Australian curriculum.

Under Mr Prior's leadership, schools and local area offices continued to receive the support needed to improve student outcomes, with a focus on the priorities of local school communities. Mr Prior implemented the *Local Schools, Local Decisions* reform and oversaw the staged implementation of the new Resource Allocation Model. These initiatives fund schools in a more consistent, transparent and fair manner, put student needs at the centre of decision-making, and give principals and school communities greater control over how they use their resources.

In 2013, Mr Prior was responsible for the development and implementation of *Rural and Remote Education: A blueprint for action*, which saw portfolios working together to improve curriculum access, peer interaction and connectedness of students in some of the State's most isolated and remote locations.

The Public Schools NSW portfolio maintained a strong focus on literacy and numeracy. Under the direction of Mr Prior, the *Early Action for Success* program continued to direct resources to the students most at risk of failing to meet national standards in literacy and numeracy. This program combined high-quality leadership, a focus on individual students and early intervention to ensure students needing help are identified early and receive additional support. By the end of 2013, 78 instructional leaders in literacy and numeracy had been appointed to keep students from falling behind.

In 2013, the portfolio continued to focus on bridging the gap between Aboriginal and non-Aboriginal students, building on its strong relationship with the NSW Aboriginal Education Consultative Group to improve educational outcomes for disadvantaged students.

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 of Corporate Services
- Senior Executive Service Level 7
- Remuneration package: \$422,500

In his role as Deputy Director-General of Corporate Services, Mr Riordan has provided strategic leadership across employee performance and conduct, human resources, industrial relations, legal services, work health and safety, safety and security, information and communications technology services, finance, the finance shared service centre, asset management, procurement and the *Building the Education Revolution* program.

Corporate Services continued to support *Local Schools, Local Decisions* reforms by providing strategic human resources, legal and industrial advice,

and innovation and reforms in asset management, information technology services, financial management and procurement.

Mr Riordan continued to drive strategic workforce initiatives with the implementation of new five-year strategic plans for human resources and workforce diversity and creating professional development and opportunities for Aboriginal staff.

Under Mr Riordan's leadership, a new award for school teachers was negotiated that delivered on the Department's commitments to introduce a standards-based salary structure for teachers, principal classification based on complexity, and streamlined performance management and development processes. The portfolio also concluded a new enterprise agreement with TAFE NSW teachers that provided new classifications to enhance competitiveness.

The Deputy Director-General oversaw the implementation of reforms to enhance the way that financial information and advice is provided. This enables the Department to make more informed decisions about where to allocate its resources, and best meet its service delivery responsibilities. Corporate Services continued to focus on improving fiscal and budget management across the Department, particularly in the areas of financial controls and risk management, better financial policies, processes and procedures, and reporting that meets user requirements. Mr Riordan chaired the Department's Asset Revaluation Steering Committee, which oversaw the revaluation of the Department's extensive asset base.

Corporate Services also established a procurement governance committee which was awarded a high level of accreditation by the NSW Procurement Board in 2013.

The Information Technology directorate continued to roll out the new Technology 4 Learning (T4L) server and services environment. This provides

public schools with the capacity to offer additional and improved services, deploy new software and set up wireless networks more easily.

Under Mr Riordan's leadership, the Department received a \$2.1 million surplus for the 2013/14 premium year by establishing effective injury prevention, workers compensation and return to work programs.

The Director-General acknowledges that Mr Riordan has satisfactorily undertaken his duties in accordance with his performance agreement.

### Donna Rygate, BEcon, MPlan

- Chief Executive of the Office of Communities
- Senior Executive Service Level 7
- Remuneration package: \$358,265

The Office of Communities provides a range of services that share a common focus on strong, inclusive and active communities. Ms Rygate led the office through a period of major change and reform during 2013.

Ms Rygate oversaw the successful delivery of the first timebanking trial in Australia. The trial in the Central Coast, Hunter and Newcastle regions involved more than 4,000 people exchanging over 8,000 hours of services, making it the largest timebanking initiative in the world. This initiative will continue to be run into the future by Volunteering Central Coast and Hunter Volunteering Centre. Following the success of the trial, the Minister for Citizenship and Communities announced in December 2013 that the program would be extended to 30 new sites across NSW.

The Chief Executive was responsible for overseeing the implementation of the NSW Government's plan for Aboriginal affairs (OCHRE) which was announced by the Minister for Aboriginal Affairs in April 2013. OCHRE focuses on revitalising Aboriginal language and culture, creating opportunities and empowering Aboriginal people to take responsibility for their own future.

Under Ms Rygate's leadership, a number of partnerships were developed to enhance the participation of people with disability and people from disadvantaged backgrounds in sport and recreation. These included a partnership agreement with NSW Family and Community Services to support increased participation of people with disability in sport, funding for nine state sporting organisations through the *Indigenous Sport Program*, and a *WimSWIM* learn to swim program specifically for Muslim women.

Ms Rygate also led the expansion of the successful *Tackling Violence* program, which is now operating in 23 communities. The program was a finalist in the NSW Premier's Public Sector Awards in the Strengthening the Environment and Communities category.

Under her leadership, the Department continued the successful delivery of a number of grant programs, including the *Sport Development Program*, the *Sport and Recreation Participation and Facility programs*, the *Safe Shooting Program*, the *Safety and Rescue Program* and *Regional Academies of Sport* program.

Ms Rygate also oversaw the implementation of the following place-based and population strategies to address disadvantage and make communities stronger:

- the *South West Sydney Action Plan*
- *Youth Services Plans* in Walgett and Wilcannia
- inter-agency place-based and community strengths training in Dubbo, Wollongong and Bega
- the inter-governmental *Bourke Youth Action Plan*.

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 of the Office of the Director-General
- Senior Executive Service Level 6
- Remuneration package: \$327,575

Ms Davy is responsible for the Department's Program Management Office, Strategic Delivery directorate and Communication and Engagement directorate.

In 2013, Ms Davy coordinated the release of *Great Teaching, Inspired Learning and Rural and Remote Education: A blueprint for action*. She also coordinated the development of the Department's implementation plan and governance arrangements for *Great Teaching, Inspired Learning*.

Ms Davy also oversaw a number of projects undertaken by Communication and Engagement directorate in 2013 that resulted in improved services and capacity building across the Department.

Ms Davy played an important role in the exchange of information on international best practice through the Director-General's Education Seminar Series and her involvement in the *Global Education Leaders Program* conference.

Ms Davy also ensured that executive support systems were in place to process 1,655 letters to the Director-General, 5,475 items of ministerial correspondence and 1,696 briefing requests received during 2013. During this time, the Department's records management process was streamlined to allow staff to capture, access, share and manage all documents and records electronically, resulting in productivity improvements and administrative efficiencies across the Department.

As the Department's right to information officer, Ms Davy continued to promote the online publication of departmental policies and reports, and the proactive release of new information.

Ms Davy continued to lead the Department's enterprise risk management framework as chairperson of the Department's Enterprise Risk Management Group.

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: \$336,850

As Chief Information Officer for the Department of Education and Communities, Mr Loquet is responsible for providing 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, providing services to over 2,500 schools, colleges and corporate locations across NSW.

Mr Loquet leads the Department's Information Technology directorate, and is responsible for delivering network and internet access for all staff and students, and for maintaining the Department's electronic administrative, corporate and learning systems. The directorate's work is guided by the Department's *Strategic Information Technology Plan 2013-17*.

The directorate continued to support major departmental initiatives in 2013 under Mr Loquet's leadership. In 2013, Mr Loquet and his team continued to provide strategic leadership and technical services to underpin the LMBR program and plan for support of the new SALM system that will be fully integrated into schools and TAFE NSW.

The directorate's T4L project provided schools with the foundation for a more agile, responsive and adaptable set of ICT services to underpin initiatives such as *Local Schools, Local Decisions*. The related *Local Area Network Remediation Project* provided a more stable and robust local area network for better connectivity across learning spaces, and a richer student learning experience. In 2013, primary schools were migrated to the eT4L environment, and planning has begun to deliver the same environment for secondary schools from 2014.

The Commonwealth's *Digital Education Revolution* program concluded in 2013, with the directorate having delivered over 300,000 laptops to Year 9 students, and installed wireless access points in over 21,000 learning spaces since the program began in 2009.

Mr Loquet's team continued to provide core services to TAFE NSW, and have also been partnering in key projects to support *Smart and Skilled*, a reform initiative for the NSW VET system.

Mr Loquet continues to take a strategic role in several whole-of-government initiatives. He chairs the Infrastructure and Managed Services Group which drives development of the ICT service catalogue and supports government agencies to transition to cloud services, and is a member of the *NSW Data Centre Reform Project*. He also chairs the *National Schools Inter-Operability Program* group, to improve access to information and digital learning services by linking information systems across the Australian education sector.

The Deputy Director-General of Corporate Services acknowledges that Mr Loquet has satisfactorily undertaken his duties in accordance with his performance agreement.

## Jason Ardler, BEcon

- General Manager of Aboriginal Affairs
- Senior Executive Service Level 5
- Remuneration package: \$259,851

As the General Manager of Aboriginal Affairs, Mr Ardler led the work of the Ministerial Taskforce on Aboriginal Affairs and the development of OCHRE. The plan outlines concrete reforms for improving social and economic outcomes for Aboriginal people in NSW, with a focus on education and economic development, language and culture, community governance and accountability.

Mr Ardler was responsible for building partnerships with industry bodies including the Minerals Council of NSW, Master Builders Association, NSW Small Business Commission and the NSW Indigenous Chamber of Commerce to promote economic development opportunities for Aboriginal people.

A new approach to supporting governance and community development was established by Mr Ardler with the introduction of Local Decision-Making. The initial rollout of the initiative began in December 2013, involving the Murdi Paaki Regional Assembly in far western NSW, the Illawarra and Wingecarribee Regional Partnership Alliance in the Illawarra region and the Many Rivers Regional Coalition of Aboriginal Peak Organisations in the north coast region. The Local Decision-Making initiative aims to ensure that Aboriginal communities have a genuine voice in determining what services are required, and how they are delivered.

In 2013, Mr Ardler led negotiations for proposed reforms to the *Aboriginal Land Rights Act 1983*, including a series of amendments to improve the efficiency of the legislation.

The Minister for Aboriginal Affairs announced a new Deputy Ombudsman will be appointed to provide independent oversight of the NSW Government's delivery of Aboriginal initiatives. Mr Ardler led the negotiations to establish the new role, to improve accountability and effectiveness of service delivery to Aboriginal communities.

The Chief Executive of the Office of Communities acknowledges that Mr Ardler has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Cheryl Best, BEd (Hons), MEd (Hons)**

- Executive Director of Learning and Business Systems
- Senior Executive Service Level 5
- Remuneration package: \$259,851
- Appointed to the position on 21 January 2013

Ms Best has led the Learning and Business Systems directorate with a strong focus on collaboration and innovation. She has worked in close collaboration with colleagues and key stakeholders to ensure the best possible learning outcomes for students in NSW public schools.

During 2013, Ms Best was responsible for providing strategic advice and developing new budget processes in order to support sound, sustainable and effective financial decision-making and resource allocation for the Public Schools NSW portfolio.

Ms Best established partnerships with the Information Technology directorate, external partners and stakeholders to strategically plan, develop and enhance technologies and digital tools to support teachers and students. This included the development of NSW Scootle, which enables users to access digital resources from across Australia.

Ms Best provided leadership and direction to the development of a strategic plan for policy review and development across the portfolio. Over 100 policies have been deleted, merged or identified for further work as a result of this process. She oversaw the introduction of strategies to reduce red tape including the development of the revised State Education Research Application Process (SERAP).

Over 10,500 students with disability are transported to and from school through the *Assisted School Travel* program. Ms Best oversaw the implementation of improved systems and business processes to ensure reliable transport for students with disability.

The Deputy Director-General of Schools acknowledges that Ms Best has satisfactorily undertaken her duties in accordance with her performance agreement.

### **David Collins, BA (Comm)**

- General Manager of State Training Services
- Senior Executive Service Level 5
- Remuneration package: \$279,800

As General Manager of State Training Services, Mr Collins continued to provide strategic leadership and financial management of the State's \$248 million training market, as well as driving the development of major reforms to the NSW VET system.

Mr Collins supported negotiations which resulted in the Commonwealth signing the NSW *Implementation Plan for the National Partnership Agreement on Skills Reform*, securing around \$133 million in funding for NSW in 2013.

Under Mr Collins' direction, significant milestones were achieved in the staged implementation of the *Smart and Skilled* reforms that will come into effect in January 2015. Mr Collins worked in close consultation with stakeholders and was responsible for facilitating the IPART review.



He led the development of the *2014 NSW Skills List*, which defines the qualifications eligible for government funding and the *NSW Quality Framework* that sets strict criteria for providers delivering government-funded training. Both were released in 2013 and will take effect from 2014.

Mr Collins directed the drafting of legislation and supported the formation of the NSW Skills Board which replaced the Board of Vocational Education and Training. The new Board will oversee the implementation of *Smart and Skilled* and provide strategic advice on VET to the NSW Government.

Under the leadership of Mr Collins, the market share of the delivery of Australian Apprenticeships Support Services nearly doubled, providing support for almost 20,720 apprentices and trainees in 2013.

In 2013, Mr Collins was responsible for overseeing \$67.4 million for the training of over 138,200 apprentices and trainees. He delivered increased training opportunities through initiatives such as the *Youth Attainment and Transitions Pre-Apprenticeship Training Program*, which provided over 1,200 pre-apprenticeship training places.

Adult and community education (ACE) colleges delivered increased hours of vocational training under Mr Collins' leadership. Approximately 4.5 million hours of vocational training were delivered, with 70 per cent of training delivered in rural and regional NSW.

Under his management, rural and regional employment opportunities were strengthened through the *Regional Training and Employment Strategy*. The strategy provided training for 546 jobseekers, retrained 2,545 retrenched workers so they could find new jobs, and assisted 106 school leavers into higher education pathways.

In 2013, Mr Collins led the implementation of the first Opportunity Hubs, a key initiative of the NSW Government's strategy for Aboriginal affairs that will provide education and employment opportunities for young

Aboriginal people. The initial tender process was successfully completed with the first two hubs in the upper Hunter and Dubbo to commence in Term 1, 2014. Two additional hubs located in Tamworth and Campbelltown will be commissioned in early 2014.

In keeping with Mr Collins' continued commitment to closing the gap between Aboriginal and non-Aboriginal people, in 2013:

- over 2,470 Aboriginal job seekers were supported, with 61 per cent finding a job or undertaking vocational training
- \$3.79 million was provided for 1,333 training places to support Aboriginal job seekers and to upskill existing employees
- 68 Aboriginal school-based traineeships were created under the *Elsa Dixon Aboriginal Employment Program*
- three non-government organisations were supported to establish training and employment pathways for 146 Aboriginal frontline workers in the mental health, disability and community services sectors.

The Chief Executive of the Office of Education acknowledges that Mr Collins has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Murat Dizdar, BEd**

- Executive Director, Public Schools NSW
- Senior Executive Service Level 5
- Remuneration package: \$259,851
- Appointed to the position on 3 June 2013

Mr Dizdar's appointment to the role in June 2013 recognised his leadership qualities, resilience, integrity and his proven capacity to facilitate and lead change. As a highly effective member of the portfolio's executive group, he has been a key contributor to educational and organisational change.

His commitment to equity, building the capacity of leaders and aspiring leaders, and encouraging local decision-making to enhance outcomes for all public school students have been the characteristics of his leadership.

Mr Dizdar oversaw a detailed transition plan across 15 principal networks to embed a new way of supporting schools while ensuring that normal business operations were sustained. This included recruiting highly effective senior officers to ensure that schools were supported with educational reform, and implementing mentoring, accountability and support for directors and principals. Mr Dizdar has focused on red tape reduction, empowering principals and supporting innovation and capacity-building for 16 senior officers and education service personnel supporting 509 public schools.

Mr Dizdar established strategies to support effective collaboration between directors, work health and safety and staffing services personnel for the management of staff in non-budgeted positions and achieved significant savings.

Mr Dizdar used various opportunities to highlight the achievements of others including *Directors Choice*, *Expanding Horizons with China*, *White Ribbon*, student ambassadors, and award programs for Aboriginal students.

Mr Dizdar supported the effective implementation of *Early Action for Success* with the appointment of eight instructional leaders, and maintained an explicit focus on building leadership capacity and sustained school improvement to raise student achievement levels. He continued to lead directors in supporting 38 preschools to meet the requirements of the *National Quality Framework*, and supported 57 schools in the *Empowering Local Schools* initiative.

Mr Dizdar's leadership approach is marked by high visibility, attentiveness and responsiveness. His adherence to transparency and ethical practice is valued. Mr Dizdar has ensured that

there is a comprehensive understanding of a cohesive education reform agenda in his team of directors.

The Deputy Director-General of 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 of Strategic Information and Reporting
- Senior Executive Service Level 5
- Remuneration package: \$269,825

In 2013, Dr Donovan provided leadership in the operations and strategic directions for Strategic Information and Reporting directorate and CESE.

Her directorate is responsible for data collection, analysis and performance reporting required to meet national agreements and external reporting requirements. Dr Donovan also oversees the reporting and evaluation of school national 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. This included the development of a business intelligence strategy that will enable improved decision-making for leaders across the Department, based on sound, accessible data and information.

CESE analyses education practices and their effectiveness using reliable data and quality research. CESE also conducts and commissions analysis and evaluation, which assists the NSW Government to direct investment and make informed policy and program delivery decisions. CESE's strategic priorities cover early learning, schooling, training and higher education in the public, Catholic and independent school sectors. The centre's strategic workplan is overseen by an independent, international advisory council for which Dr Donovan leads the secretariat.

Dr Donovan represents the Department on national bodies including the Strategic Cross-Sectoral Data Committee, and at a state-level on the ICT Leaders Group and the State Statistical Council. She chairs the Enabling Information Sharing Working Group, which includes NSW Government agencies, the NSW Information Commissioner, the NSW Privacy Commissioner and the Commonwealth Scientific and Industrial Research Organisation (CSIRO).

Other key achievements in 2013 included:

- driving better information management and governance across the Department by chairing the Information Governance Group
- delivering a trial of the English as an additional language/dialect (EAL/D) learning progression instrument in NSW schools
- leading the development of a measure of school socio-economic disadvantage specific to NSW public schools for the purpose of resource allocation
- publishing research findings about the aspirations of senior secondary school students and ways in which teachers can support students to make a successful transition to higher education or training
- piloting a student survey (*Tell Them From Me*), which asked 76,000 secondary students from more than 170 NSW public schools about their sense of wellbeing, engagement and experience of school
- providing the Effective Practices in Literacy and Numeracy online resource to all public and non-government schools
- managing the Department's contributions to the COAG Reform Council's annual performance reports on the national reform agenda.

The Chief Executive of the 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 of Office of Education
- Senior Executive Service Level 5
- Remuneration package: \$289,775

In his role as Deputy Chief Executive of the Office of Education, Mr Graham has provided strategic leadership in negotiations with the Commonwealth, state and territory governments and stakeholders within NSW to progress funding reform and the development of effective policies for education and training in NSW.

Mr Graham continues to lead the development and implementation of strategic policy regarding school funding and resourcing. His support enabled NSW to be the first state to agree to the *National Education Reform Agreement*, and negotiate \$5 billion in additional funding for NSW schools. He also worked to amend the *NSW Education Act 1990* in relation to non-government school funding to ensure that NSW will meet its commitments under the agreement.

Mr Graham oversaw the State's participation in national partnerships and other national projects across the education sector. This included:

- securing a one-year extension to the *National Partnership Agreement for More Support for Students with Disabilities*, amounting to an additional \$14.5 million for NSW schools in 2014/15
- securing a new *Improving Literacy and Numeracy National Partnership Agreement*, which provided \$74.9 million to NSW schools

- overseeing the completion of the *Low Socio-Economic Status School Communities National Partnership* chapter for the *Smarter Schools National Partnership Annual Report*, worth approximately \$55 million under the partnership agreement
- securing \$36 million from the Commonwealth for the *Smarter Schools National Partnership Progress Report*
- negotiating a new \$210 million early childhood national partnership with the Commonwealth.

He also oversaw the risk management process and created a database to ensure that national partnership milestones across the Department are monitored.

Mr Graham coordinated NSW Government's policy positions 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. He also ensured that rural and regional educational disadvantage was recognised at a national level through these forums.

Mr Graham supported the Schools Advisory Council to ensure that it remains the Government's key source of cross-sectoral policy advice. The Council met 12 times in 2013.

Mr Graham managed the operation of Section 21A of the *Education Act 1990*, which prevents public funding from being paid to non-government schools operating for profit.

He also led national activity to reduce the cost of copyright and effectively manage copyright in a digital environment, in particular through a comprehensive submission to the Australian Law Reform Commission on copyright reform.

The Chief Executive of the Office of Education acknowledges that Mr Graham has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Mark Howland, DipMktg, BEd, MA, FAICD**

- Chief Executive Officer of DEC International
- Senior Executive Service Level 5
- Remuneration package: \$269,825

Mr Howland is responsible for coordinating, monitoring, reporting and expanding international operations within the Department. This includes marketing and recruitment of international students for TAFE NSW and NSW public schools, NSW AMES and high-level international delegations. In April 2013, the student exchange program for schools was added to his portfolio.

In the 2012/13 financial year, DEC International attracted \$88.6 million in revenue. TAFE NSW international student commencements outperformed the VET sector nationally with a 4.2 per cent increase, compared to a national decline of 1.6 per cent. Under Mr Howland's stewardship, TAFE NSW international enrolments increased from the Philippines, Nepal and Vietnam. There were 116 international enrolments in TAFE NSW higher education programs and TAFE NSW was well positioned for 2014 with paid offers for Semester 1, 2014 up by 30 per cent.

Under Mr Howland's leadership, DEC International continued to develop commercial markets in China through offshore representation and progressed three memoranda of understanding with provincial government departments. New business development opportunities were identified for TAFE NSW institutes, including an agreement with the Ho Chi Minh City Department of Education and Training and EMG Education. New educational business partnerships were also developed allowing universities to access streamlined visa processing for diploma to degree programs.

This year, 903 skilled migrants enrolled in the Skillmax program to assist them gain employment in their profession or a related field.

NSW public schools also increased their international student market share (from 64.5 per cent to 69.1 per cent in NSW, and from 17.7 per cent to 18.8 per cent nationally). NSW public schools exceeded enrolment targets by three per cent, outperforming the schools sector nationally which is experiencing a 3.6 per cent decline.

There was a 6.7 per cent increase in temporary residents attending NSW public schools with 13,148 enrolments. Thirty international school students were inducted as international ambassadors. The Study Tours unit arranged visits to schools for 168 groups, comprising over 5,696 visitors. Seventeen student exchange organisations were re-registered. DEC International hosted 16 high-level international delegations from nine different countries.

Mr Howland travelled to Vietnam to deliver a keynote address at an education and training conference in Ho Chi Minh City. He also represented NSW on the Joint Committee on International Education.

The Managing Director of TAFE NSW acknowledges that Mr Howland has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Peter Johnson, DipTeach, BEc, MBus, CAHRI**

- Executive Director of People and Services
- Senior Executive Service Level 5
- Remuneration package: \$259,851

Appointed to the position on 7 January 2013 (as General Manager of Human Resources) and 9 December 2013 (as Executive Director of People and Services).

As General Manager of Human Resources and then Executive Director of People and Services, Mr Johnson provided strategic direction and led the implementation of human resource strategies, policies and programs across the Department.

Under Mr Johnson's leadership, public schools were staffed with high-quality teachers in accordance with the teacher staffing agreement. Under *Local Schools, Local Decisions*, schools are being provided with increased decision-making in school staffing. Mr Johnson was responsible for the teacher education scholarship program, scholarships for Aboriginal people and sponsored training programs to avoid teacher shortfalls in hard to staff areas. New teach.Rural scholarships, cadetships and internships to appoint teachers to rural and remote schools were advertised in 2013, for commencement in 2014.

Mr Johnson made significant contributions to a number of key reform initiatives as part of *Local Schools, Local Decisions* and *Great Teaching, Inspired Learning*, including the development of strategies for strengthened performance management and development processes. A new model of support for beginning permanent teachers was developed for implementation in 2014.

During 2013, Mr Johnson's leadership ensured the provision of capability development opportunities and workforce management strategies for corporate staff. A customer service and communications strategy was implemented across the Department, and a talent and succession management strategy has been developed for implementation in 2014.

In 2013, Mr Johnson provided expert advice to guide the implementation of significant organisational realignments across the Department.

Mr Johnson represented the Department in the development of sector-wide human resources reforms, including the NSW Public Service Commission's steering groups to ensure a smooth transition to the *Government Sector Employment Act 2013*, which will commence in February 2014.

Mr Johnson is a member of the NSW Institute of Teachers' Initial Teacher Education Committee and teacher quality advisory groups of the Australian Institute of Teaching and School Leadership.

The Deputy Director-General of Corporate Services acknowledges that Mr Johnson has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Graham Kahabka, GradDip Admin, DipTeach, BEd, MEd (Stud)**

- R/Executive Director, Public Schools NSW
- Senior Executive Service Level 5
- Remuneration package: \$242,076
- Relieving in the position since 3 June 2013

As relieving Executive Director, Mr Kahabka has demonstrated high-level leadership during significant organisational change. He has brought innovative thinking to the role, and his leadership has helped the successful implementation of the Department's reform agenda, focusing on building the capacity of directors, educational services teams and principals. This has been achieved through integrating positive messages about the new ways of supporting schools and explicit performance management through coaching and mentoring of the senior executive team. Mr Kahabka has also been an integral member of the portfolio's executive group working closely with members to provide informed and strategic input from the field.

In 2013, he developed and implemented a transition plan to realign services to the new model of support to schools. Mr Kahabka continued the effective and thorough implementation of *Every Student, Every School*, including the establishment of 25 schools for specific purposes (SSPs) as centres of expertise to respond to the needs of students with disability. He also supported

14 instructional leaders through the *Early Action for Success* program to improve classroom practice and provide personalised learning for students.

Mr Kahabka also continued to lead and support 25 preschools.

The Executive Director maintained a strategic focus on building leadership capacity through professional learning at principal, aspiring principal and executive levels. He implemented high-level professional development strategies for his senior leadership team, including strategies for principals and teachers to improve Aboriginal cultural understanding, student attendance and learning outcomes. He also delivered the gifted and talented education conference (Unleashing the Gifted Potential).

Mr Kahabka also promoted VET in schools by working with community, industry organisations and providers.

Mr Kahabka maintained productive, cooperative and respectful relationships with peak principal organisations, district parents and citizens associations, and local Aboriginal educational consultative groups. He also led a high-level strategic delegation to China to engage Shanghai and Ningbo educational bureaus in support of student exchange programs and to develop future partnerships.

The Deputy Director-General of Schools acknowledges that Mr Kahabka has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Dail McGilchrist, DipTeach**

- Executive Director, Public Schools NSW
- Senior Executive Service Level 5
- Remuneration package: \$259,851
- Appointed to the position on 3 June 2013

Since commencing in her role as Executive Director, Ms McGilchrist has provided mentoring to build the capacity

of 18 directors, including eight relieving directors, one new and nine continuing directors. She has provided strategic leadership to her executive team to understand the broader context during the development and implementation of a new model of support to schools. She has effectively communicated her goals, priorities and vision through regular video-conferences and meetings with directors and managers implementing local changes. Her leadership during this period has included:

- strategic leadership through an executive team committed to the key reforms and enablers
- financial management to implement savings whilst ensuring a high level of service delivery to schools
- supporting the strategic decision-making processes for delivery of educational services under a new model of support to schools
- building innovation, encouraging enquiry and experimentation through networks of schools
- developing strong partnerships with the Department's corporate and support services to ensure the best outcomes for students and staff.

Ms McGilchrist has also supported and promoted change through the *Local Schools, Local Decisions* education reform, *Great Teaching, Inspired Learning* reforms, *Every Student, Every School, Early Action for Success* and the *Rural and Remote Education* strategy.

Ms McGilchrist has demonstrated high-level management and leadership, including visits to schools across a large geographic area and consultation with all local principal associations. She has implemented a significant shift in professional learning by facilitating local executive team workshops, workplace-based learning and targeted professional readings.

Ms McGilchrist was also appointed as a member of the TAFE Commission Board, commencing in 2014.

The Deputy Director-General of Schools acknowledges that Ms McGilchrist has satisfactorily undertaken her duties in accordance with her performance agreement.

### **Robyn McKerihan, BEd, MBA**

- Executive Director of *Local Schools, Local Decisions*
- Senior Executive Service Level 5
- Remuneration package: \$299, 750
- Appointed to the position on 21 January 2013

Ms McKerihan is responsible for leading the implementation of the reform program to increase local school decision-making authority to improve student learning outcomes. *Local Schools, Local Decisions* is a system-wide education reform of the way that school resources are managed and public education is delivered in NSW. Ms McKerihan is responsible for ensuring that the implementation is educationally sound and better underpins the work of schools.

Ms McKerihan developed high-level project plans to ensure the timely implementation of strategic initiatives and alignment to NSW Government policy and commitments. She provided authoritative, timely and strategic advice to the Deputy Director-General of Schools, the Director-General and the Minister. Progress continued on 31 separate projects under the program. Sixteen projects have been completed and the remaining 15 projects are on track.

A central component of *Local Schools, Local Decisions* is the implementation of the new RAM. In 2013, Ms McKerihan led the phased implementation of the RAM. Following the launch by the Minister for Education, Ms McKerihan oversaw an effective system-wide communications strategy including:

- detailed support materials for all schools
- twenty workshops and six video-conferences for public school directors and principals from 229 *Empowering Local Schools National Partnership* schools to support the rollout of the RAM
- ongoing support to all school enquiries about the RAM.

Ms McKerihan works collaboratively with the *Local Schools, Local Decisions* management team in the development and review of strategies, systems and processes to achieve the Department's strategic directions and priorities. In a context of major organisational change, Ms McKerihan has worked effectively with executives and senior managers to resolve strategic issues and risks to the Department's reform agenda. Building on her extensive strategic relationships, Ms McKerihan maintained productive lines of communication with the key stakeholders, including principals' groups, the Aboriginal Education Consultative Group, the NSW Federation of Parents and Citizens Associations, and the NSW Teachers Federation.

The Deputy Director-General of Schools acknowledges that Ms McKerihan has satisfactorily undertaken her duties in accordance with her performance agreement.

#### **Phillip Peace, BCom, FCPA, AGIA, ACIS, ACHSM**

- Chief Financial Officer
- Senior Executive Service Level 5
- Remuneration package: \$269,825

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.

Improved financial management across the Department continues to be a key focus under Mr Peace's leadership. Mr Peace has led significant improvements to financial controls and risk management practice, financial policies, processes and procedures, and reporting that meets user requirements.

Under Mr Peace's direction, financial strategic policy and practice has been informed by the operation of the finance leadership team, drawing on the expert advice and operational perspectives from key business areas of the Department.

The production of accurate, timely and transparent financial information and reports to assist executive decision-making continues to be a focus area of the Finance directorate under the leadership of Mr Peace. This advice has contributed to improved decision-making and supported the Department remaining within budget for the 2012/13 financial year.

The financial statements for the Department of Education and Communities (including TAFE Commission) for 2012/13 were prepared in accordance with applicable *Australian Accounting Standards*.

Under Mr Peace's leadership, a project to revalue the Department's building assets was undertaken in 2012/13 to address a modified audit opinion relating to the valuation of buildings in the Department's 2011/12 financial statements. This project contributed to an unqualified audit opinion for the Department's 2012/13 financial statements.

Mr Peace also coordinated the Department's financial data included in the *National Report on Schooling in Australia* and the Australian Curriculum Assessment and Reporting Authority's *My School* website.



Mr Peace's leadership has ensured the engagement and active participation of the finance leadership team in the development and implementation of the LMBR program to enhance business and student administration and learning management systems.

Mr Peace coordinated the Finance directorate's engagement in other areas of major reforms including the new Resource Allocation Model under the *Local Schools, Local Decisions* reforms and the *Smart and Skilled* VET initiative.

The Deputy Director-General of Corporate Services acknowledges that Mr Peace has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Anthony Perrau, BE (Hons), GCLegSt**

- General Manager of Asset Management
- Senior Executive Service Level 5
- Remuneration package: \$269,825
- Appointed to the position on 24 June 2013

As the General Manager of Asset Management, Mr Perrau has provided strategic direction and led the implementation of asset management strategies, policies and programs across the Department. In 2013, the directorate has continued to deliver major and minor capital works to time, budget, cash-flow targets and legislative requirements. In addition, the directorate has:

- obtained an additional \$40 million from NSW Treasury for maintenance funding over four years
- developed the Department's 2014/2015 Total Asset Management plan
- developed a \$35 million *Connected Communities* program
- completed a lifecycle costing assessment of 2,228 schools.

Under Mr Perrau's leadership, the directorate developed and implemented a new condition and functionality assessment policy for primary schools and high schools. The assessment of functionality and current and future conditions of school facilities are used to improve prioritisation of maintenance and construction projects.

The General Manager oversaw the completion of the new standards and guidelines for education facilities, including a new educationally-driven approach to the development of public school functional briefs.

The directorate completed a two-year research and pilot project in 12 schools to look at ways to improve the thermal comfort of our schools without increasing energy consumption. Under Mr Perrau's leadership, the Department trialled new gas heat pump technology for heating and cooling. This has the potential to significantly decrease energy consumption and costs.

Mr Perrau implemented a new procurement approach for major capital works, which nominates the Department as contract principal for all capital contracts. This new approach is expected to deliver up to \$10 million in savings when applied to a full-year capital program.

This year, Mr Perrau oversaw a full restructure of the Department's Asset Management directorate, delivering significant savings to the Department while ensuring that the Department's schools and other physical assets continue to meet service delivery needs.

The Deputy-Director General, Corporate Services acknowledges that Anthony Perrau has satisfactorily undertaken his duties in accordance with his performance agreement.

### Frank Potter, DipTeach, BA, MEd

- Executive Director, NSW Public Schools
- Senior Executive Service Level 5
- Remuneration package: \$259,851
- Appointed to the position on 3 June 2013

As a member of the portfolio's executive group, Mr Potter has a lead role in the implementation of the new model of support to schools.

Mr Potter has continued to lead directors in the cultural change embedded in the *Local Schools, Local Decisions* reform agenda. He has maintained a focus on coaching directors with a special emphasis on acting and new directors. Mr Potter has encouraged directors to build the capacity of principals in the 18 principal networks, and raise awareness of their opportunities and accountabilities. He has maintained team-building and professional learning activities for directors to help them further understand their role and raise their capacity to coach, mentor, advise and support principals.

Particular emphasis has been placed on the responsibilities that flow from *Rural and Remote Education: A blueprint for action, Great Teaching, Inspired Learning*, and opportunities for small school communities associated with the new principal classification structure to commence in 2016.

Mr Potter has overseen the development and implementation of a service delivery model focused on raising capacity within and between schools. He has established key processes to facilitate support to schools through a service delivery team spread over 12 offices. Mr Potter has encouraged innovation and provided additional opportunities for students, with directors actively facilitating networks of practice, particularly in rural and remote areas.

Under Mr Potter's direction, financial practices have been developed to support service delivery teams and

consistent practice over what was previously three regions, each with their own discrete financial and administrative practices.

Mr Potter has established strong support processes for the appointment of instructional leaders under the *Early Action for Success* initiative and has continued to ensure that the *National Quality Framework* for early childhood education and care is being implemented in all Department preschools within his network. He has supported schools participating in the *Empowering Local Schools National Partnership* and established processes to further enhance the understanding of principals in working with school communities, and their financial responsibilities and procedures associated with *Local Schools Local Decisions*.

Mr Potter continued to emphasise the importance of enhancing opportunities for all students and has placed particular emphasis on high-quality teaching and support for Aboriginal students. He also has supported the next development in the *Every Student, Every School* initiative, building understanding of the responsibilities that schools have under the Commonwealth's *Disability Standards for Education 2005*.

The Deputy Director-General of Schools acknowledges that Mr Potter has satisfactorily undertaken his duties in accordance with his performance agreement.

### David Riordan, GCM, Dip Teach, BA, MEd

- Institute Director of TAFE NSW – Sydney Institute
- Senior Executive Service Level 5
- Remuneration package: \$299,750

In 2013, Mr Riordan provided strong leadership to the Institute, focusing on international markets, higher education and business reform. The Institute was named 'International Training Provider of the Year 2012', and runner up in the

category in 2013, recognising TAFE NSW - Sydney Institute as one of the leading providers of VET globally. In March 2013, the Institute hosted the CEOs of some of the world's largest training institutions at the RC-2020 Spring Roundtable and Forum with the Premier of NSW, the Hon. Barry O'Farrell MP. Mr Riordan followed this up by attending the semi-annual CEO roundtable in the USA where he established further strategic partnerships for the Institute.

In 2013, the Institute enrolled over 68,000 students. It introduced online learning via a partnership with Open Universities Australia for full qualification study and short courses via Massive Open Online Courses (MOOCs) to more than 4,000 students from around the nation.

Over 3,100 international students enrolled in 215 vocational courses and English language intensive courses for overseas students (ELICOS) programs. A partnership with Seoul Hyundai Occupational Training College resulted in the establishment of Sydney TAFE Korea to deliver training in Seoul. Similar models are being pursued in India, Vietnam and Indonesia. As part of the Institute's *Going Global* initiative, over 150 local students travelled to a range of cities around the world as part of their training.

Mr Riordan oversaw the completion of the Institute Arcade in the pedestrian tunnel linking Sydney's Central railway station and the Ultimo education precinct. The revenue from the retail outlets supports the Institute's gallery that showcases student work. This business model is a first for vocational education in Australia.

Mr Riordan continues to ensure that the Institute leads in the delivery of higher education programs. The Institute offered a number of programs in 2013, including three TAFE NSW degrees and two associate degrees, as well as a number of degree programs in partnership with Federation University, the University of Wollongong, Deakin University and Charles Sturt University.

The Institute's Australian Skills Quality Authority (ASQA) audit was conducted in November 2013. The auditors praised the work done to strengthen the faculties and noted the excellent simulated workplace resources, the standard of engagement with industry and the community, and the professionalism and commitment of staff.

In 2013, Mr Riordan launched a brand refresh competition which was won by a graphic design graduate. Following extensive market research, the nomenclature 'Sydney TAFE' and a brand refresh were adopted.

As a direct result of changing enrolment patterns, Mr Riordan engaged in wide consultation with staff, industry and communities in order to ensure the Institute operates more competitively and efficiently.

Mr Riordan is an executive member of a RC-2020, an international vocational education alliance, a member of the Board of the International Education Association of Australia, a committee member of the Australian Qualifications Framework Council: International Alignment Committee, and the Transport for NSW: CBD and Southeast Light Rail Implementation Committee.

Mr Riordan successfully led negotiations for the new *TAFE Administrative, Support and Related Employees Enterprise Agreement*, impacting over 6,000 staff.

The Managing Director of TAFE NSW acknowledges that Mr Riordan has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Peter Roberts, Dip Teach, BA, MEd**

- Institute Director of TAFE NSW – South Western Sydney Institute
- Senior Executive Service Level 5
- Remuneration package: \$299,750

Mr Roberts is the director of one of Australia's largest TAFE institutes, averaging more than 72,000 enrolments annually. This year, he has focused on streamlining services and improving customer responsiveness, developing strategic partnerships to support industry and community capability, and building organisational capability and resilience in time of change. These initiatives contributed to the Institute winning the 'Australian Large Training Provider of the Year' and the 'NSW Large Training Provider of the Year' at the 2013 Training Awards.

The Institute developed new partnerships to expand commercial service delivery both nationally and internationally. Partners now include Telstra Operations, Optus, Commonwealth Bank, Master Builders Association NSW, University of Ballarat, Charles Sturt University, Australian Rail Track Corporation, Sydney Water and Queensland's Seqwater. The Institute also conducted joint vocational training programs in China and the Philippines.

Mr Roberts led the development of stronger links with universities to provide TAFE students with pathways to higher education, including an expansion of partnership programs with the University of Western Sydney, Ballarat University and the University of Canberra.

The Institute was the first in NSW to implement RU Ready. This is an online diagnostic program to identify gaps in the language, literacy and numeracy skills of learners. The program is used to support learners develop their foundational skills, and improve their ability to complete their course. In 2013, there was a 19 per cent increase in course completions in AQF certificate III qualifications.

Mr Roberts' commitment to Aboriginal education and training has resulted in the Institute increasing Aboriginal enrolments and course completions. In 2013, there was a 34 per cent increase in the enrolment of Aboriginal students in AQF certificate III qualifications and above, and there was a 52 per cent increase in course completions compared to 2012. The Institute won two prizes at 2013 NSW Gili Awards that acknowledge Mr Roberts' outstanding contributions to Aboriginal education and training.

The Institute has also made significant progress towards its environmental sustainability targets. This was recognised by the Institute being awarded silver status in the 2013 NSW Sustainability Advantage Recognition Scheme.

Mr Roberts is a member of South Western Sydney Manufacturing and Engineering Skills Task Force and National VET Equity Advisory Council.

The Managing Director of TAFE NSW acknowledges that Mr Roberts has satisfactorily undertaken his duties in accordance with his performance agreement.

### **Jane Simmons, BMus/BEd, MEd Admin**

- R/Executive Director of Learning and Leadership
- Senior Executive Service Level 5
- Remuneration package: \$289,775
- Relieving in the position since 21 January 2013

In 2013, Ms Simmons provided strategic leadership to the Learning and Leadership directorate. She led the statewide provision of early learning, primary and secondary education programs the delivery of specialist programs. She was also responsible for the development and management of analytical frameworks for effective leadership and school improvement.

Her responsibilities span planning, implementing and managing priorities within the areas of special religious education and ethics, community languages, distance education, vocational education, multicultural education and equity, rural and remote education, teaching standards, school planning and evaluation, professional learning, arts and sport. The Learning and Leadership directorate provided specialist support and delivered creative and performing arts programs in dance, drama, music, visual arts, debating and public speaking. She also led the operation of the School Sport Unit and its programs, and chaired the project control group responsible for the implementation of recommendations from the NSW Auditor-General's *Physical Activity in Government Primary Schools Performance Audit*.

Key achievements and initiatives included aligning operations with best practice standards in building teacher capacity, student-centred and evidence-based teaching and learning, and fair access for all students including refugees and students learning English as an additional language. Under Ms Simmons' leadership, a suite of professional learning programs were designed for school leaders. She also developed activity procedures and oversaw an audit into the supervision of high-risk activities in schools.

Ms Simmons led the implementation of the *Rural and Remote Education: A blueprint for action*, and the Department's response to the *NSW Literacy and Numeracy Action Plan (Early Action for Success)*, the *National Partnership on Literacy and Numeracy* and the plan for principal professional development under the *National Partnership for Improving Teacher Quality*. She ensured that comprehensive, evidence-based literacy and numeracy support was provided to teachers to help them more effectively program, teach and assess students' individual needs.

Ms Simmons managed the Department's strategy to implement the Australian curriculum, and led the implementation of the Australian Curriculum, Assessment and Reporting Authority's (ACARA) new EAL/D learning progression.

Ms Simmons coordinated the implementation of the NSW Premier's reading and sporting challenges, the delivery of whole-of-government strategies including the establishment of OCHRE's Opportunity Hubs and ensured that school-based registered training organisations (RTOs) were registered by ASQA and met national standards.

Ms Simmons chaired a number of committees, including:

- selection committees for the NSW Premier's Teacher Scholarships
- the Advisory Group for Multicultural Education and Training and the Multicultural Education Steering Group
- the NSW DEC Schools Spectacular Management Committee
- the Special Religious Education and Special Education in Ethics consultative committees.

Ms Simmons was the Department's representative on the NSW Institute of Teachers' Quality Teaching Council and is a member of the Australian Institute for Teaching and School Leadership.

In 2013 Ms Simmons also represented the Department internationally, fostering relationships with educational jurisdictions in China.

The Deputy Director-General of Schools acknowledges that Ms Simmons has satisfactorily undertaken her duties in accordance with her performance agreement.

## Brian Smyth King, MEd

- Executive Director of Learning and Engagement
- Senior Executive Service Level 5
- Remuneration package: \$259,851
- Commenced in the position 21 January 2013

Mr Smyth King commenced as Executive Director of Learning and Engagement following his effective leadership in implementing strategic change across sensitive and often highly contested areas of education.

In 2013, Mr Smyth King led the strategic delivery of policy across Aboriginal education and community engagement, child wellbeing, disability services and inter-agency partnerships.

He worked extensively at both the state and national levels on key education reforms for the benefit of Aboriginal students, students with disability and families impacted by socio-economic circumstances. He guided the implementation of the *Every Student, Every School* initiative through his expert ability to consult and collaborate with diverse education, government and community stakeholders.

During 2013, he delivered a successful trial of the Personalised Learning and Support Sign Posting Tool (PLASST). This involved 556 schools and more than 24,800 students with additional learning and support needs. The PLASST underpins the Commonwealth Government's priority to collect consistent data on students with disability.

Mr Smyth King continued to be a significant contributor and leader at the national level, including work in education around the *National Disability Insurance Scheme* and the reform of school funding for students with disability.

Mr Smyth King delivered the highly successful Buunji National Aboriginal and Torres Strait Islander Education Conference in November. Under the NSW Government's OCHRE strategy, he supported the reclamation and restoration of Aboriginal languages and culture in targeted NSW communities. In this work, Mr Smyth King built effective and productive partnerships with Aboriginal and education communities across NSW.

Mr Smyth King demonstrated effective leadership in revitalising student wellbeing services in schools. He contributed to the NSW Government's *Rural and Remote Education: A blueprint for action* by developing a comprehensive three-year strategy for student wellbeing. This will draw together local counselling and specialist services across the education, health and the welfare sectors. This strategy will complement the work of the Child Wellbeing Unit which responded to more than 12,000 contacts in 2013.

The Deputy Director-General of Schools acknowledges that Mr Smyth King 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 2013. 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 \$277,405 in consultants' fees in 2013.

**Table 16:** Payments to consultants for engagements greater than \$50,000 (1 January – 31 December 2013)

Name of consultant	Title of project	Purpose of consultancy	Actual cost
The Nous Group	Governance advice to the Office of Education	Organisational review	\$100,731
PMMS Consulting Group	Accreditation gap closure support	Organisational review	\$116,966
<b>Total cost of consultancies greater than \$50,000</b>			<b>\$217,697</b>

**Table 17:** Payments to consultants for engagements less than \$50,000 (1 January – 31 December 2013)

Purpose of consultancy	Total number of engagements	Total cost
Finance, accounting or tax	2	\$22,484
Management services	2	\$37,224
<b>Total cost of consultancies less than \$50,000</b>		<b>\$59,708</b>

Source: Department of Education and Communities, Human Resources directorate

## 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.

**Table 18:** Number of overseas visits undertaken by officers and employees (1 January – 31 December 2013)

Purpose of visit	Description	Number of visits			Total number of staff
		Number of commercial or externally funded visits	Number of self or community funded visits	Number of visits funded by the Department	
Conferences and professional development	Staff members who travel overseas to attend and/or present at conferences or participate in study tours	82 (1d)	9	58 (9x)	149
Educational exports	Staff members travel overseas to manage partnerships, contracts, programs, quality assurance or assessment of students	44 (3d)	0	37	81
Exchange programs	Staff members who travel overseas on a professional or teacher exchange program	1	49	0	50
International student recruitment	Staff members who travel overseas to recruit inbound full fee paying international students to the NSW school sector or TAFE NSW	3	0	34	37
Market development and client engagement	Staff members who travel overseas for international marketing purposes, development of business relationships, engagement with clients and contract management	0	0	0	0
Professional scholarship programs	Staff members awarded scholarships to further their professional skills and knowledge	0	0	13 (10d)	13
Student excursions	Staff members who accompany students on excursions overseas to increase cultural understanding or attend commemoration ceremonies	20 (1d, 4x)	423	25 (21x)	468

Source: Department of Education and Communities, Human Resources directorate. 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 a summary of achievements of the Department's workforce diversity programs and initiatives implemented in 2013. This includes achievements specifically relating to the teaching service<sup>1</sup>.

The Department's *Workforce Diversity Plan 2012-2017* provides a strategic framework for building a workforce that reflects the diversity of our students, families and communities. Our vision is for an organisation free from all discrimination, recruited and promoted on merit, and representative of the wider NSW community.

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 people
- people with disability
- people from non-English speaking backgrounds and members of racial, ethnic and ethno-religious minority groups
- young people (under 25).

**Table 19:** Trends in representation of equal employment opportunity groups as a proportion of the total number of staff (2009-2013)

	NSW Government benchmark	2009	2010	2011	2012	2013
Women	50.0%	73.0%	73.0%	73.2%	73.4%	74.1%
Aboriginal people	2.6%	2.3%	2.5%	2.8%	3.2%	3.2%
People whose first language spoken as a child was not English	19.0%	11.0%	11.0%	11.1%	11.2%	11.3%
People with disability	n/a	4.0%	4.0%	3.6%	3.5%	3.4%
People with disability requiring adjustment at work	1.5%	1.1%	1.1%	1.0%	1.0%	0.9%
<b>Total number of staff</b>	-	<b>97,190</b>	<b>97,774</b>	<b>99,891</b>	<b>101,644</b>	<b>101,563</b>

Source: NSW Public Sector Workforce Profile as at 30 June each year. Note: The 'total number of staff' is based on headcount of permanent and temporary employees. Data for 2009-2011 excludes the Office of Communities which became part of the Department of Education and Communities in April 2011. Representation of equal employment opportunity (EEO) groups is calculated as the estimated number of staff in each group.

**Table 20:** Trends in distribution of equal employment opportunity groups (2009-2013)

	NSW Government benchmark	2009	2010	2011	2012	2013
Women	100	90	91	91	92	92
Aboriginal people	100	79	78	78	77	80
People whose first language spoken as a child was not English	100	102	103	103	103	103
People with disability	100	99	99	99	98	98
People with disability requiring adjustment at work	100	103	104	104	104	104

Source: NSW Public Sector Workforce Profile as at 30 June each year. Note: Data for 2009-2011 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 equal employment opportunity (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 2013 survey response rate for the Department was around 72%.

<sup>1</sup> 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.

In 2013, the Department achieved greater gender equity across all salary levels of its workforce. As at 30 June 2013, women made up 74.1 per cent of our (permanent and temporary) workforce.

Aboriginal staff represented 3.2 per cent of our workforce in 2013, and 4.5 per cent of our SES positions. These exceed the NSW Government benchmark of 2.6 per cent.

In 2013, the representation of staff from non-English speaking backgrounds increased to 11.3 per cent.

The representation of people with disability requiring work-related adjustments has declined slightly to 0.9 per cent. This is consistent with the trend across the NSW public sector and the Australian Government public sector workforce. However, data on the actual number of people with disability employed in our workforce can be unreliable because staff may choose not to disclose information about disability. The Department is collaborating with the NSW Public Service Commission to improve the measurement and collection of diversity data in the future.

### Creating opportunities for women

The Department implemented a range of leadership development initiatives to increase the representation of women in senior leadership roles. These initiatives were aligned to the *NSW Public Sector's Women's Strategy* and included the following:

- The *Executive Development Program for Women* targeted women in senior officer and executive roles. Eleven women participated in the program in 2013.
- The Department offered workshops and training courses aligned to the *NSW Public Sector Capability Framework* to enhance the professional capabilities of staff. Over 150 women participated in 2013.
- Twenty-two women were involved in the *Drive Your Career* program, coordinated by the Institute of Public Administration Australia (IPAA) NSW. The program commenced with a one-day conference followed by a 12-week career development program using the *My Mentor* resource.
- Five women participated in the *NSW Public Sector Management Program* administered by IPAA NSW. The program offered opportunities to improve leadership capability, strategic thinking and relationship management as well as an emphasis on public sector values and delivering results.
- Thirty-seven female school teachers participated in the Classroom Teachers Aspiring to Leadership course, which aims to improve the leadership capability and professional skills of participants.
- Seven female administration officers from the North Coast region completed the Diploma of Business Management.
- School administrative managers, regional administration officers and non-school teaching service staff from the North Coast region attended leadership courses, including Seven Habits for Highly Effective Leaders. The majority of participants were women.
- As part of a leadership strategy, 100 female principals from the Illawarra and South Coast region participated in a two-day conference.
- The Women in Educational Leadership Network 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 progress their careers. Workshops and collegial support activities linked around 3,000 women across the State through its 20 local networks.

## Creating opportunities for Aboriginal staff

The Department's *Aboriginal Human Resources Development Plan 2012-2017* is a five-year commitment to increase employment, retention and leadership development opportunities for Aboriginal staff. Achievements in 2013 included the following:

- We appointed 136 Aboriginal teachers to permanent positions during the 2013 staffing operation. We offered 75 scholarships in 2013 to Aboriginal students to train as school teachers with 62 being accepted.
  - We have designated school administrative and support staff positions for Aboriginal people in schools with significant Aboriginal student enrolments. By the end of 2013, we had filled 140 positions.
  - The *Aboriginal Teacher Leadership Program* was conducted with 31 Aboriginal teachers. This 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 the end of the program.
  - The *Stronger Smarter Leadership in Aboriginal Education Program* was developed in partnership with schools in the Hunter and Central Coast regions, the Stronger Smarter Institute at the Queensland University of Technology, and the University of Newcastle.
  - Two graduates from the *Aboriginal Educators Leadership and Public Speaking Development Program* led public speaking and debating programs in Sydney.
  - In conjunction with the University of Wollongong, schools in the Sydney and Illawarra regions conducted a third round of a highly successful Aboriginal teacher mentoring course.
- Thirteen new Aboriginal teachers participated and gained credit towards a master's degree.
- Twenty-four trainees on the north coast of NSW commenced the *Aboriginal Student Teachers in Training* program.
  - Twenty-four Aboriginal paraprofessional positions continued to be funded under the *Investing in Focus Schools: Write it right* program. A further 10 Aboriginal positions continued to be funded in 2013 under the *Youth Excel* program.
  - Eighteen Aboriginal students in the New England region commenced the Certificate III Education Support as part of the *Elsa Dixon Aboriginal Employment Program*. They will undertake training towards employment as teacher aides in schools.
  - An identified Aboriginal position was created to support the Best Start Kindergarten Assessment and the literacy and numeracy development of young children in 16 Sydney schools.
  - As a part of the *Connected Communities* strategy, a senior leader or community engagement leader position was created for each school to assist the executive principal. In 2013, 12 of these roles were filled through merit selection and a two-day induction course is planned for January 2014 to transition successful applicants into the new role.
  - Two staff members from the Department's Aboriginal Affairs agency participated in the *Public Sector Management Program* in 2013.

## Creating opportunities for staff from non-English speaking backgrounds

We undertook a number of initiatives to attract people from diverse backgrounds and perspectives into our workforce, and create pathways for staff from non-English speaking backgrounds to progress their careers with us. The diversity of our workforce allows us to deliver teaching and other services that meet the needs of a diverse NSW community. Achievements in 2013 included the following:

- We appointed English as a second language (ESL) teacher mentors, refugee transition teachers and learning support officers to support refugees and new arrivals.
- Twelve teachers completed the ESL retraining program.
- We supported 28 bilingual teachers to undertake the community languages fluency test and 25 teachers were successful.
- We provided exemplars to 378 overseas-trained teachers prior to completing the Professional English Assessment for Teachers (PEAT). In 2013, 37 candidates passed the PEAT on their first attempt and 99 candidates passed after more than one attempt.
- We provided an allowance to 120 bilingual employees under the *Community Language Allowance Scheme*, covering 26 languages. This allows these staff to improve the access and quality of services delivered to members of the public who speak a language other than English.

## Creating opportunities for young employees

We recognise the value of a multi-generational workforce, and seek to make the best use of the broad range of knowledge, skills and perspectives this provides.

The *Graduate Recruitment Initiative* for corporate staff offers opportunities to graduates seeking an interesting and rewarding career with the Department. Between 2008 and 2013, we have recruited 63 young graduates.

We developed a support strategy (*GradLink*) to ensure a smooth transition into the role and to help our graduates' professional development. In 2013, induction workshops were attended by 23 new graduates and their managers. Fifteen graduates attended communication workshops and 18 attended a career planning workshop aligned to the *NSW Public Sector Capability Framework* and *Performance Development Framework*. Feedback from graduates and their managers about the strategy has been very positive.

We also recruited cadets and trainees to a number of areas in the Department to create employment opportunities for young people.

The Department supports a young professionals network to support professional development and provide a mechanism 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 hosted by the Institute of Public Administration Australia (IPAA) NSW, and the Speaking with Confidence workshop presented by the National Institute of Dramatic Art (NIDA).

### 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. Individual work areas, schools and TAFE NSW campuses involved students and community members in the celebration to raise awareness of equity and diversity.

### Future directions

The Department's obligations to promote equal employment opportunity (EEO) will change with the introduction of the new *Government Sector Employment Act 2013*. The new Act provides an enhanced focus on workforce diversity across the NSW public sector and ensures that workforce diversity is integrated into broader workforce planning processes.

In 2014, the Department will be reviewing its current workforce diversity plan to ensure that these changes are incorporated.

## 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 legislation.

The Department's current *Disability Action Plan 2011-2015* was developed in accordance with NSW Ageing, Disability and Home Care's *Guidelines for Disability Action Planning by NSW Government Agencies*. The Department has also contributed to the *National Disability Strategy NSW Implementation Plan 2012 – 2014*.

### Identifying and removing barriers to services for people with disability

The Department's *Every Student, Every School* strategy has driven a number of initiatives to improve services for students with disability.

The Department has provided every NSW public school with a specialist teacher to support students with disability and additional learning needs, and their classroom teachers.

We have also developed a new assessment tool to assist teachers in identifying the learning and support needs of their students, and where they may need personalised adjustments. The PLASST was trialled in more than 550 NSW public schools in Term 3, 2013 and is due for release in early 2014.

The Department developed a new website providing improved information about support for students with disability in NSW public schools. The website is due for release in early 2014.

We expanded access to tutor-supported online courses for teachers and support staff to help them better recognise and respond to the additional learning and support needs of students with disability. More than 4,200 staff accessed this training in 2013.

We supported 86 separate projects to establish networks between SSPs and local schools to share specialist knowledge and resources.

The Department has contributed to new e-learning modules developed by the University of Canberra that will help school staff understand their rights and obligations under the Commonwealth's *Disability Discrimination Act 1992* and *Disability Standards for Education 2005*. More than 20,000 staff in NSW public schools completed the training in 2013. Information was also included in the induction of new school principals.

The Department provided information and opportunities for schools and TAFE NSW to participate in the 2013 *Don't Dis my Ability* campaign, celebrating the International Day of People with Disability.

All 11 of our sport and recreation centres are registered companion card affiliates, providing access to people with disability and their carers. More than 55 people with disability were provided access to our services with the support of the companion card. The card allows people with significant and permanent disability who require attendant care to participate in community activities and events. It means that venues and services participating in the program will issue cardholders with a second ticket for their companion at no charge.

NSW Sport and Recreation grant programs aim to remove barriers to participation in sport, recreation and structured physical activity. In 2013, this included:

- twelve projects under the *Participation Program*
- four sporting events through the *Sporting Events Program*
- the *Facility Grant Program*, which provided \$81,567 to upgrade five facilities to improve access for people with disability.

In partnership with the NSW Department of Family and Community Services, we provided \$165,400 to nine state sporting organisations for a range of projects to grow the number of people with disability within their sports. We also established the Disability Sport Network to share strategies and identify areas of collaboration between organisations.

NSW 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 and 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.

### **Providing information and services in a range of formats that are accessible to people with disability**

Our braille and large print service produced textbooks and examinations in alternate formats for 400 school students. This included:

- 15 braille booklets in nine subjects for three Higher School Certificate (HSC) students
- National Assessment Program: Literacy and Numeracy (NAPLAN) test material for 16 students in NSW and 20 students elsewhere in Australia
- Best Start Kindergarten Assessment resources for three students in braille and 24 in large print
- *School Magazine* for 16 students in braille and 90 in large print
- Essential Secondary Science Assessments (ESSA) in braille for three students
- the selective high school placement test in braille for two students.

The Department continues to work to ensure its websites conform to the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines. These ensure content is available to the widest possible audience, including readers using assistive technology or accessibility features.

### **Making government buildings and facilities physically accessible to people with disability**

Our Access Review Tool is used to identify and prioritise projects to meet the access needs of students and staff. Once the need for a project is confirmed, our asset management units work with the school principal, the student's parents and the school's learning and support team to ensure works are delivered in line with the agreed support plan.

The *School Facilities Standards* are compliant with *Australian Standard 1428: Design for access and mobility*. All room plans comply with the *Building Code of Australia* which includes the *Disability (Access to Premises – Buildings) Standards 2010*.

### **Assisting people with disability to participate in the Department's public consultations and to apply for and participate on advisory boards and committees**

The Department consulted with education, parent and community groups with an interest in students in the development of the learning and support framework, now being implemented through *Every Student, Every School*.

We also consulted with users, education, parent and community groups during the design of a new website providing information about support for students with disability in NSW public schools.

Under our review of the *Disability Sport and Physical Activity Framework*, consultations have commenced with the sport and recreation industry, individuals with disability, and disability service providers to gain a better understanding of 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's *Workforce Diversity Plan 2012-2017* outlines the organisation's commitment to fair and inclusive work practices. An implementation guide has been developed to assist staff and managers to implement workforce diversity initiatives at a local level.

The Department's procedures and resources outline the obligations of selection panels to observe the principles of EEO during the recruitment and selection process. All staff involved in recruitment are encouraged to complete the NSW Public Service Commission's online Merit Selection Techniques Refresher Training which includes an overview of EEO principles.

The Department's website outlines our commitment to improving the employment and participation of people with disability, and provides information to people who are considering a career with the Department. Resources are available to staff on the Department's intranet site to promote accessible and inclusive recruitment and selection practices. These include the Department's *Disability in the Workplace: A guide for leaders, managers and staff*, *Tips for Interviewing People with a Disability* and the JobAccess website.

In 2013, 59 permanent and temporary positions were filled by people with disability. Nine staff members received equipment or assistive technology through our *Assistive Technology and Equipment Program* at a cost of \$29,252.

The Department has been creating paid internship opportunities as part of the *Stepping Into... Program* in partnership with the Australian Network on Disability since 2010. In 2013, three university graduates with disability were offered internships. Previous interns have acknowledged the valuable insights and experience they gained through the program, and all have been successful in gaining employment in their professional areas. The Department's approach has been recognised by the Australian Network on Disability as a good practice model and promoted to their members across the public and private sectors.

A workforce diversity reference group was also established in 2013, with representatives from across the Department, to promote workforce diversity. The Department's Staff with Disabilities Network provides collegial support and development opportunities to its members. In 2013, five staff with disability received funding to undertake training or professional development programs.



### 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

The Department consulted with a number of universities to offer special education scholarships at master's level for permanent teachers through *Every Student, Every School*. In 2013, over 180 permanent teachers were offered scholarships.

More than 400 NSW public schools participated in the first year of the phased implementation of a nationally consistent data collection on adjustments being provided to students with disability. In 2014, this data collection will be expanded and all schools will participate annually from 2015.

The Department worked with government and non-government organisations to strengthen the interface between health and school education services through the NSW Agency for Clinical Innovation Intellectual Disability Network. We also worked with the NSW Mental Health Commission to develop a mental health strategy for NSW that addresses the wellbeing of students and schools. We also worked with human service agencies to develop and trial a training strategy for professionals working with young people with complex needs and high-risk challenging behaviours.

TAFE NSW continued to implement its memorandum of understanding with NSW Ageing, Disability and Home Care to support young people with disability as they transition from school to VET. TAFE NSW worked with the Department's State Training Services and the *National Disability Coordination Officer Program* to deliver community forums for employers and disability service providers to better support apprentices with disability.

TAFE NSW also provided pre-apprenticeship training for people with disability under the *TradeAbility Pre-Apprenticeship Program*.

The program assists people with disability who are not at school and are seeking to transition into a priority apprenticeship. TAFE NSW worked with State Training Services to deliver 94 per cent of the program.

A memorandum of understanding between NSW Sport and Recreation and NSW Ageing, Disability and Home Care is in place to deliver respite camps for teens with an intellectual disability, and increase participation opportunities in mainstream sport and recreation for people with disability.

NSW Sport and Recreation is identified as a lead agency for actions relating to participation in sport and recreation under the *National Disability Insurance Scheme (NDIS)* implementation plan.

NSW 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

The Department continues to provide a wide range of specialist services supporting around 90,000 students with disability in NSW public schools. More than 80 per cent of these students are enrolled in regular schools.

In 2013, more than 25,000 students with a confirmed disability were supported by targeted specialist services in regular and special schools. This includes more than 6,000 students supported in regular classes through the *Integration Funding Support* program.

More than 2,500 specialist support classes in regular and special schools were provided with capacity to support more than 19,800 students.

Every NSW public school is provided with a specialist learning and support teacher and annual flexible funding allocation. These resources support around 65,000 students with additional learning and support needs without requiring a formal diagnosis or confirmation of disability.

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 materials can be accessed by all teachers in NSW through the centre's website.

TAFE NSW has a wide range of products to assist student and staff who have disabilities. The TAFE NSW adaptive technologies website provides easy access to the resources, regular newsletters and updates on events.

TAFE NSW employs consultants with specialist expertise in a range of disability areas to assist students with pre-course counselling, enrolment processes and determining the most appropriate classroom support and reasonable adjustments to maximise student outcomes.

The memorandum of understanding between TAFE NSW and Corrective Services NSW continues to clarify roles for the provision of vocational training courses to inmates with an intellectual disability at Long Bay Correctional Complex and Goulburn Correctional Centre.

In 2013, our Lake Ainsworth Sport and Recreation Centre provided four Camp Willing and Able programs, with over 119 participants, including 48 children. Other sport and recreation centres provided residential recreation and sports opportunities for people with disability, including Muscular Dystrophy NSW, the Deaf Society of NSW and the Schizophrenia Fellowship of NSW, with more than 2,300 people participating.

NSW Sport and Recreation established the Disability Sport Network to facilitate the sharing of successful strategies to increase participation of people with disability. We also delivered Sport Talk: All in the Game to over 50 sports personnel to encourage inclusive sporting environments.

The *School Sport Disability Program* introduced over 1,590 students with disability to a range of sporting opportunities at various locations across the State and provided links to local sporting clubs.

## Appendix 9: Carer's charter

The Department's Human Resources directorate has developed an action plan to implement the *NSW Carers (Recognition) Act 2010* and reflect the principles of the *NSW Carers Charter* in business activities.

We developed a dedicated page on our intranet site. Resources include information, online resources and useful links for staff who are carers, or who work with people who have carer responsibilities.

We promoted information sessions conducted by the NSW Department of Family and Community Services (FACS), with 25 staff members attending the sessions. We also hosted information sessions to build greater awareness and understanding of our responsibilities under the Act as a human services agency.

The Department's workforce diversity reference group attended a session on carers to improve awareness, build stronger partnerships across the Department, and implement the principles of *NSW Carers Charter*. The Department also promoted Carers Week events.

### Young carers

Staff from the Public Schools NSW portfolio participated in workshops conducted by FACS. Workshop participants were provided with an overview of the Department's *Being a Carer, Being a Student and Being a Kid* resource. The resource was distributed across all NSW public schools to assist school staff understand the demands on young carers. It also aimed to promote a culture of acceptance of disabilities and mental illness and ways to integrate this into curriculum areas, welfare policies and procedures.

TAFE NSW institutes provide personal, career and study counselling services for all students, including those who are carers or who have carers. TAFE NSW institutes also have specialist teacher consultants who are trained to identify the needs of students and recommend additional internal and inter-agency services and resources. TAFE NSW also provides a range of flexible delivery and assessment options so that students can study at a time and place to suit their personal circumstances.

### Networks and consultation

The Executive Director of Human Resources directorate is represented on the *NSW Carers Strategy* project management group. The directorate has established partnerships with FACS, NSW Rail Corp, Carers NSW and other organisations to network and consult on policy and program development.

## Human resources policies

The Department offers a number of flexible work arrangements to help staff balance work and carer responsibilities. Flexible work options include permanent and temporary part-time work, job sharing, leave without pay, flexible working hours, personal carer's leave and short-term leave for family and community responsibilities.

During 2013, 60,495 staff (83.3 per cent of whom were women) accessed flexible work options. An additional 47,190 staff (75.5 per cent of whom were women) took short-term absences for family and community responsibilities. Staff with carer responsibilities are able to access the *Employee Assistance Program (EAP)*, an independent, confidential and free professional counselling service provided by the Department to support the health and wellbeing of its employees.

Human Resources directorate completed a review of human resources policies and procedures that impact on carers. Further actions will commence following the progressive implementation of the *Government Sector Employment Act 2013*, in consultation with key partners in 2014.

## Annual reporting

The Human Resources directorate will further investigate options to improve the collection of data on employees who are carers, and ensure information is available for monitoring workplace initiatives and public reporting.

## Appendix 10: Multicultural policies and services program

The *Department of Education and Communities Multicultural Plan 2012-15* outlines our commitment to meeting the needs of culturally and linguistically diverse NSW.

Regions develop strategies to support the Department's multicultural plan and report their achievements through the *Multicultural Policies and Services Program* report. Schools include multicultural education strategies in their plans and report their achievements in their annual school reports. The Department also has a multicultural policies and services plan for sport, recreation, young people and volunteering.

Resources to support the implementation of the multicultural education and anti-racism policies in schools are available on the Department's website.

## Quality teaching and leadership

Our objective under the Department's multicultural plan is to 'ensure that teachers and leaders have the knowledge and skills to deliver high-quality teaching programs and services that meet the needs of students and clients from culturally and linguistically diverse backgrounds'. The following outlines some of the activities we undertook in 2013 to support this objective.

### Specialist staff

- Ten advisors provided statewide leadership and policy advice on multicultural matters to schools and regions.
- Thirteen regional multicultural and ESL consultants provided multicultural education professional support to schools. Ten ESL teacher mentors provided support to non-metropolitan schools with significant numbers of ESL and refugee students.
- Specialist support was provided to English language learners in schools by staff in 896 ESL positions.
- Over 240 Saturday School of Community Languages teachers (Years 7 to 12) delivered a range of language courses and 243.8

FTE community languages school teachers (Kindergarten to Year 6) delivered language programs in school time.

- Four schools received bilingual teaching allocations (9.2 FTE) to deliver programs in Chinese, Korean, Indonesian and Japanese to students in Kindergarten to Year 4.
- Eighteen community information officers facilitated communication between schools and communities from culturally diverse backgrounds. School-based community liaison officers supported the participation of culturally diverse families in school life.
- Anti-racism contact officers (ARCOs) in over 95 per cent of public schools promoted anti-racism education and assisted with complaints of racism.

### Targeted programs

- Approximately 1,400 teachers completed EAL/D learning progression training.
- Twelve teachers completed the ESL retraining program.
- The Teaching English Language Learners (TELL) course was completed by 486 teachers, 66 teachers completed the facilitator refresher course and 95 teachers completed the grammar and teaching course.
- Over 140 teachers participated in teaching English to speakers of other languages (TESOL) seminars offered by the Department and the University of Technology, Sydney (UTS).
- Regional ESL information networks provided ongoing professional support to ESL teachers.
- Teachers trained overseas received support in preparation for employment in NSW schools.
- The PEAT was passed by 136 candidates.

### Anti-racism and multicultural education

- The Department allocated around \$880,000 for accredited professional learning in anti-racism, multicultural and refugee education programs. Teachers undertook professional learning to meet the needs of students from culturally diverse backgrounds through the *Integrated Curriculum Learning Design*, *Differentiated Learning* and other projects.
- The Department supported 564 teachers implementing the Multicultural Perspectives Public Speaking Competition in schools with professional support around issues of cultural diversity. Teachers implementing the *Multicultural Playwright Program* undertook professional learning in promoting intercultural understanding and community harmony.

- Fifty-five attendance officers completed training in working with families from culturally diverse backgrounds.
- Anti-racism contact officer (ARCO) facilitator training was conducted in all regions. Regions conducted anti-racism professional learning for more than 500 teachers, and regional ARCO networks provided ongoing professional learning. We established a register of ARCOs to facilitate professional networks across schools.
- Anti-racism professional learning materials were published on the Department's intranet.

### Languages education

- Twenty-six bilingual and community language teachers undertook the Community Languages Fluency Test for approval to teach a community language.
- Twenty teachers received scholarships to complete the Graduate Certificate in Teaching Asia.
- Over 270 teachers and executive officers in the Saturday School of Community Languages and community languages schools received professional learning to support community languages in Kindergarten to Year 12.
- A professional development program was attended by 220 community languages teachers. The program was conducted by the University of Sydney and subsidised by the *Community Languages Schools Program*.
- There were 3,726 enrolments in ESL professional learning programs.
- Over 70 teachers attended the 2013 Confucius Institute's Chinese Language Teachers' Conference.

## High expectations, closing the gaps

Our objective under the Department's multicultural plan is that 'high expectations for all and targeted education programs serve to close the educational gaps so that students from all backgrounds and communities can achieve their potential and participate fully in society'. The following highlights the activities we undertook in 2013 to support this objective.

In 2013, the Department allocated \$156 million in funding to provide ESL education to over 91,000 students in 732 schools.

### Maintaining community languages

- The Saturday School of Community Languages taught 24 community languages to 3,500 students in Years 7 to 12.
- The *NSW Community Languages Program K-6* taught 31 languages to approximately 41,000 students in Kindergarten to Year 6 in 143 schools.
- The *Community Languages Schools Program* supported 256 community organisations to teach 56 languages to 31,517 students.
- Thirteen new community languages schools were established.
- Seven Confucius Classrooms were established in public schools.
- NSW Board of Jewish Education and the Italian Association of Assistance delivered Hebrew and Italian programs to 3,453 students in 11 public primary schools.
- Ten students received the Minister's Awards for Excellence in Student Achievement – Community Languages Schools for high levels of achievement in a community language.

### Promoting intercultural understanding and positive community relations

- The Department provided \$680,000 to schools to promote intercultural understanding and positive community relations.
- Online resources published on the NSW Cultural Exchange website supported multicultural understanding and community harmony in schools.
- Schools promoted social cohesion through Harmony Day and Refugee Week.
- The *2013 Calendar for Cultural Diversity* was distributed to all public schools and an accompanying handbook for teachers was published online.
- The Our Asian Stories website supported teaching about Asia and the languages of China, India, Indonesia, Japan and Korea.
- An *Intercultural Communicator Kit* was published to assist teachers in developing students' intercultural communication skills.
- Over 10,000 students in Years 3 to 6 participated in the Multicultural Perspectives Public Speaking Competition. Of these, 2,096 students from 564 schools progressed to the inter-school level.
- Over 300 students watched 12 plays developed and performed by students in Years 8 to 12 involved in the *Multicultural Playwright Program*.
- Online anti-racism education resources were published on the Racism. No Way website. Student anti-racism networks conducted anti-racism initiatives in three regions.



### Communicating with families from language backgrounds other than English

- The Department provided over \$500,000 for 4,777 interpreters to support schools between October 2012 and September 2013. Regions conducted professional learning in the use of interpreter services.
- A new website provided information on services and programs available to support students with additional learning and support needs in languages other than English.
- One hundred and thirty publications are available in up to 40 languages on the Department's website.
- Under the Community Language and Allowance Scheme (CLAS), 123 bilingual employees, covering 29 languages, received an allowance to provide bilingual assistance.
- Regions conducted activities including *Positive Parenting*, *Schooling in NSW* and *Helping your Child at School* to assist parents from language backgrounds other than English support their children's learning.

### Sport and recreation

The *Multicultural Water Safety Initiative* was developed following community response in Wollongong to two tragic drowning incidents. NSW Sport and Recreation brought together a number of Illawarra services to develop a new program including water safety education messages, surf safety days and a beach orientation presentation to teach beach goers about local dangers. Interpreters were employed to ensure messages were presented in an accessible and culturally appropriate way. The program was nominated for the 2013 National Multicultural Marketing Awards.

### Volunteering

The NSW Volunteering website encourages the participation of people from diverse backgrounds in volunteering, and provides information for organisations to help ensure that

the needs of people from diverse backgrounds are recognised and met. An estimated 40 per cent of the stories and images feature people from diverse backgrounds undertaking a variety of volunteering roles. A translator function has also been provided on the volunteering website to make it easier for people from non-English speaking backgrounds to access information about volunteering programs and opportunities.

### Youth

Through our *Youth Opportunities* program, we continued to give young people the opportunity to lead and participate in development projects within their local community. In the first two rounds of funding, 61 grants were provided to local government and community organisations. Of these, eight grants were provided to organisations targeting culturally and linguistically diverse communities, and a number of other projects were located in areas with diverse communities.

Examples include the following:

- The Cringila Youth Project aims to increase opportunities for young people from culturally and linguistically diverse backgrounds to contribute and connect with other groups in their communities. Forty young people will engage with older Cringila residents in four projects over two years, including a young men's health and wellbeing program, a creative cultural hub, an inter-generational and cross-cultural celebration of Cringila and the development of a website and newsletter.
- The DIY Druitt project aims to link young people from Mt Druitt with career pathways in the growing digital and media industries. Participants will gain technical video production skills by producing 16 music videos celebrating their lives and community.

## New and better ways of doing business

Our objective under the Department's multicultural plan is that 'innovative educational delivery based on evidence and in partnership with families, communities and business meets the changing needs of a culturally and linguistically diverse NSW'. The following highlights the activities we undertook in 2013 to support this objective.

### Local Schools, Local Decisions

The Department's new RAM under the *Local Schools, Local Decisions* reforms will improve the way resources are distributed to NSW public schools. The phased implementation of the RAM includes equity loadings, and targeted resources for individual students requiring specific support.

### Consultation and advisory bodies

- The Director-General's Multicultural Education Advisory Group (formerly the Advisory Group on Multicultural Education and Training) continued to operate as the Department's key forum for consulting on the education and training needs of a culturally diverse NSW.
- The Department was represented on the Community Languages Schools Board which provides strategic advice to the Minister on policy concerning community languages schools.
- Regions were represented on the Community Relations Commission's advisory committees.
- Schools maintained their own consultative structures and advisory bodies to ensure they meet the needs of their culturally diverse local communities.

## Community Relations Report

The *2013 Community Relations Report* focuses on three priorities:

- key performance indicators and the results of evaluations
- pathways between government agencies for people from culturally and linguistically diverse backgrounds
- services for refugees and humanitarian entrants.

In addition to the highlights already detailed above, the following examples describe how the Department addressed these priorities.

### Key performance indicators and the results of evaluations

The Department conducted a trial of the EAL/D learning progression instrument, which was developed by ACARA to support the implementation of the Australian curriculum. The Department's report, *Towards the Development of a Nationally Consistent English Language Proficiency Measure: A cost-benefit analysis for a national trial of the EAL/D Learning Progression*, was published in 2013 and demonstrated very encouraging results. Teachers reported that the new instrument was easy to use for making reliable judgements of English language proficiency, and could be used in place of the current tool.

This improved method of assessing English language ability will enable funding to be better targeted, and the NSW trial suggested that the learning progression would be suitable for allocating ESL funding to NSW schools.

We published the *Surveying NSW Public School Teachers* report. This is the first of a series of reports on the findings of the *Rethinking Multiculturalism*, *Reassessing Multicultural Education* research project conducted by the University of Western Sydney in partnership with the NSW Institute of Teachers and the Department. It found a strong commitment amongst teachers to multiculturalism as a broad principle, and to the range of programs and practices aimed at addressing issues around equity and social justice, English language proficiency, intercultural understanding and racism in schools and society more broadly. However, it also drew attention to limited awareness of internal policies, divergent understandings of multiculturalism, varying responses to the needs of students and contrasting views about the causes of educational success and failure of students from a language background other than English.

Other research and evaluation supported by the Department in 2013 included the following:

- The University of Technology, Sydney (UTS) conducted research into the transition of refugee students from intensive English centres to high school.
  - Approximately 60 students participated in a pilot ESL assessment designed to support the *Tools to Enhance Assessment Literacy (TEAL)* research project being conducted by the University of NSW.
  - The Department partnered with the University of Western Sydney and UTS on research aimed at identifying issues faced by students learning English in accessing new NSW syllabus documents.
  - Action research in ESL pedagogy, anti-racism education and multicultural education was conducted in targeted schools.
- Several research projects focusing on multicultural education were approved through the State Education Research Application Process (SERAP) and conducted in schools.

### **Government agency partnerships for people from culturally and linguistically diverse backgrounds**

The Department partners with a range of agencies including NSW Health, NSW Police, NSW Family and Community Services, as well as community organisations to support students from culturally diverse backgrounds, refugees and newly-arrived students.

School regions and TAFE NSW institutes participate in local inter-agency networks to facilitate the delivery of programs and services to culturally diverse communities, and work with local employers, training providers and other agencies to provide migrant and refugee youth with access to further education and employment.

### **Services for refugees and humanitarian entrants**

In addition to the initiatives detailed above, the Department provided the following services and programs specifically to address the needs of refugees and humanitarian entrants:

- Seventy schools received a total of \$2,063,067 to support refugee families through the *Primary Intensive English*, *Refugee Action Support* and *Macquarie Mentoring* programs.
- Additional intensive English and settlement support was provided to 260 newly-arrived refugee students in 24 primary schools. Transition support was provided to 530 refugee students in 32 high schools.

- After-school tuition was provided to 532 refugee students in 24 schools through the *Refugee Action Support Partnership*, a joint initiative involving the Department, the Australian Literacy and Numeracy Foundation, Charles Sturt University, the University of Sydney and the University of Western Sydney.
- Mentoring support was provided to 108 refugee students in six high schools. Refugee student support officers, bilingual counsellors and bilingual school learning support officers supported newly-arrived and refugee students, and refugee support networks provided professional support to teachers.
- School counsellors in intensive English centres provided specialist support to newly-arrived and refugee students.
- Supporting Refugee Students in School, Teaching Refugees in my Classroom and Leadership (Refugee Student Support) for Experienced ESL Teachers programs were completed by over 200 teachers, counsellors, executive and administrative support staff.
- Nine schools implemented the *Beginning School Well* program for refugee families with Kindergarten children.
- The *Youth Opportunities* program provided grant funding to the *Weaving Webs of Support* program in Auburn. This is a mentoring project aimed at Afghan refugee youth who have been recently released from detention centres. Thirty young people will be trained as mentors, with four Afghan youth undertaking further training as youth workers. Activities will include social outings and information sessions on citizenship, racial tension, stereotypes and family conflict.

# Appendix 11: Work health and safety

## Work health and safety performance

In 2013, the Department's Work Health and Safety directorate introduced a new service delivery model to provide more effective and efficient health and safety services to staff across the State. Our performance in 2013 included:

- a 3.6 per cent reduction in the overall number of injuries reported in 2012/13, compared to the previous year
  - a 19 per cent reduction in the overall number of psychological injuries reported in 2012/13, compared to the previous year
  - improvements in workers compensation claims experience, resulting in a \$2.1 million surplus in funding for 2013/14 in education and TAFE NSW
- The Department incurred 5,916 claims with a financial cost in 2012/13. The most common types of injury were sprains and strains, lacerations and contusions, and psychological injuries (see table 21).
- To improve our safety performance, the Department developed a range of strategies and programs including:
- implementation of consultation and issues resolution procedures to help workplaces to meet the requirements of the *Work Health and Safety Act 2011*
  - consolidation of the Department's health and safety policies into a single policy
  - establishing internal working parties to focus on the prevention of bullying in the workplace and management of traumatic incidents in schools
  - revising the Department's intranet page to provide accessible health and safety information and support to workplace managers across the State
  - delivering significant improvements in claims outcomes and costs through the *Strategic Rehabilitation Project*.

**Table 21:** Number of workers compensation claims, lost time and claims costs (2008/09 to 2012/13)

	2008/09	2009/10	2010/11	2011/12	2012/13
Total claims	5,775	6,120	6,162	6,137	5,916
Total hours paid	301,000	224,000	254,000	327,000	244,299
Number of claims with lost time	2,838	1,975	2,075	2,691	2,063
Number of rehabilitation cases	1,643	1,964	1,305	1,189	895
Insurer costs	\$2,896,805	\$3,425,628	\$3,927,904	\$3,870,875	\$3,320,252
Average cost per case	\$1,763	\$1,744	\$3,010	\$3,256	\$3,710

Source: Department of Education and Communities, Corporate Services. 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 2012/13 include TAFE NSW and the Office of Communities.

## Challenges and future directions

In 2013, we continued to work with the Department's claims manager (Allianz) to transition to the *Workers Compensation Legislative Amendments 2012* and align our service delivery models.

In 2014, the Work Health and Safety directorate will lead the development of a new safety strategy for the Department. The strategy will align with the Department's broader strategic direction, recent legislative reform and both the national and NSW safety strategies. The directorate will also consolidate its new service delivery model, and will continue to build organisational capability through the Department's online safety program.

## Prosecutions under the *Work Health and Safety Act 2011*

No prosecution action has been taken against the Department in 2013.

## Appendix 12: Public interest disclosures

All staff have a responsibility to report suspected unlawful, corrupt, negligent or improper conduct, serious maladministration or serious and substantial waste of public money. The Department's policy establishes our commitment to support and protect staff who report wrongdoing.

The Department has updated its *Public Interest Disclosures Internal Reporting Policy* and *Guidelines for the Management of Public Interest Disclosures* in line with recent changes to the *Public Interest Disclosures Act 1994*. The policy sets out the manner in which the Department meets its obligations under the Act, and the guidelines set out the roles and responsibilities of staff in making and receiving public interest disclosures. Both the policy and guidelines are available to all staff via the Department's intranet site.

Key senior staff have undertaken training in relation to public interest disclosures, including training conducted by the NSW Ombudsman. During 2013, the Department has met the NSW Ombudsman's reporting requirements via its online reporting tool.

In 2013, 12 employees made public interest disclosures, and the Department received a total of 14 public interest disclosures (see table 22).

**Table 22:** Number of public interest disclosures (1 January – 31 December 2013)

	Corrupt conduct	Maladministration	Serious waste	GIPA contravention	Local government contravention	Total
Number of disclosures	13	1	0	0	0	14
Number of employees making a disclosure	12	0	0	0	0	12
Number of disclosures finalised	22	0	0	0	0	22

Source: Department of Education and Communities, Employee Performance and Conduct unit.

## 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 is not required to disclose any controlled entities for the purposes of the 2013 Annual Report.



# Appendix 14: Organisational improvement and risk management

**ATTESTATION STATEMENT**  
**Internal Audit and Risk Management Policy Compliance**

**Internal Audit and Risk Management Attestation**  
**For the 2012-2013 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 DEC Audit and Risk Committee are:

- Carolyn Burlew - Independent Chair (4 years from 1 February 2010)
- Garry Dinnie - Independent Member 1 (4.5 years from 1 January 2009)
- Christine Feldmanis – Independent Member 2 (6 years from 1 April 2010)
- David Roden – Independent Member 3 (1 year 10 months from 6 December 2011)

Dr Michele Bruniges AM  
**DIRECTOR-GENERAL OF EDUCATION AND COMMUNITIES**

*Michele Bruniges*  
5 August 2013

DEC Contact Officer:  
Bill Middleton  
**DIRECTOR, AUDIT**  
Phone - (02) 9244 5150  
Fax - (02) 9244 5224

The Department is committed to ethical and transparent practices, continuous improvement, quality assurance and risk management in its delivery of services to the people of NSW.

## Internal audit

The Department's Audit directorate is responsible for assurance services and corruption prevention for the Department and related agencies. In 2013, the Audit directorate:

- undertook 876 audits of selected schools focusing on high-risk areas, including school enrolments, work health and safety, and key financial and administrative operations
- conducted reviews of compulsory student attendance, anti-bullying, teacher professional learning and distance education
- undertook reviews of strategic management, work health and safety, emergency management,

student enrolment and student academic records, records management, procurement, asset management, payroll and allowances in TAFE NSW

- assessed compliance and the adequacy of controls for mitigating risks as part of the SAP implementation
- undertook audits on employment screening, the Department's efficiency savings plan, permanent payroll systems, the LMBR program's engagement of contractors and finance stream, safety and security and stakeholder relations
- audited general and travel expense claims, corporate credit card and accounts payable across TAFE NSW, the Office of Communities and the Public Schools NSW and Corporate Services portfolios
- completed a performance audit of motor vehicles
- assessed the governance of the LMBR program and provided advice on the main streams of the program: technical, finance, human resources / payroll and SALM
- conducted an assessment of the implementation of the *Digital Information Security Policy*, a vulnerability analysis of a TAFE institute network, and the review of contractor management within IT services
- conducted governance, work health and safety, business continuity management, emergency response planning, grants management, contract management, asset management, procurement, records management, payroll and accounts payable in the Office of Communities
- launched a corruption prevention e-learning course in February 2013
- regularly updated the central register of gifts and benefits on the Department's website and reconciled statements of pecuniary and private interest.

## Enterprise risk management

Governance and risk processes have been established and implemented to improve the visibility of significant risks across the Department, and improve awareness of emerging threats and opportunities. These processes ensure that the Department continues to manage its risks, and that risk management is integrated throughout the organisation as a business-as-usual activity.

Governance processes include the regular review of all risks on the executive and portfolio risk registers. The Department actively managed its enterprise risk register in 2013, providing updates to the Department's Audit and Risk Committee, Ministers and the executive on a quarterly basis.

Business continuity plans have been developed and are in place for 37 areas of the Department to cover critical business functions.

A suite of 39 best practice guides and self-assessment tools have been published on our intranet to help staff in all areas of risk management. Training in enterprise risk management and business continuity management has been offered to staff on a quarterly basis.

An independent audit conducted in 2012 has shown a significant improvement in the maturity level of the Department in risk management over the past three years.

## Audit and Risk Committee

The Department's Audit and Risk Committee consists of an independent chair and three independent members. The committee oversees and monitors the Department's governance, risk and control frameworks and its external accountability requirements. In 2013, the Audit and Risk Committee undertook its duties and responsibilities as prescribed by the *Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 09-05)*.

Seven meetings were held in 2013:

- 19 February
- 16 May
- 11 June
- 26 July
- 13 August
- 4 September
- 6 December.

A sub-committee was established for the Department's LMBR project, and met 10 times in 2013.

Venues NSW has a shared governance arrangement with the Department's Audit and Risk Committee, and separate meetings were held for Venues NSW from July 2013.

**Table 23:** Attendance at Department of Education and Communities Audit and Risk Committee (1 January - 31 December 2013)

Name	Title	Meetings attended
Carolyn Burlew	Independent chair	7
Christine Feldmanis	Independent member	7
Garry Dinnie	Independent member	7
David Roden	Independent member	4*

\* David Roden was a member of the Department's Audit and Risk Committee until 31 October 2013.

# Appendix 15:

## Establishment and closure of schools and campuses

This appendix lists all public schools newly-established, closed or otherwise changed.

There were no new schools or campuses established or relocated by the Department in 2013. Five of the Department's schools were closed or merged this year.

**Table 24:** Establishment, closure and changes to schools and campuses (1 January - 31 December 2013)

School name	Region	Date
<b>Schools or campuses closed or merged</b>		
Gateshead West Public School	Hunter / Central Coast	29 January 2013
Grong Grong Public School	Riverina	29 January 2013
Mallan Public School	Riverina	14 January 2013
Reids Flat Public School	Illawarra / South East	29 January 2013
Pooncarie Public School	Western NSW	29 January 2013
<b>New schools or campuses established</b>		
None		
<b>Schools or campuses relocated</b>		
None		
<b>Changes of school / campus name or status</b>		
None		

## Appendix 16: Land disposal

In 2012/13, net proceeds from the disposal of 23 school and TAFE properties amounted to \$5.11 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 any significant delays, cancellations of cost overruns in major works.

**Table 25** Major capital works (2012/13)

Project description and location	Expenditure 2012/13 (\$,000)	Estimated total cost (\$,000)	Completion date (actual or estimated)	Delays, cancellations or cost overruns
<b>School facilities, upgrades and refurbishment – New work 2012/13</b>				
Canada Bay Area Public School (new school)	\$1,720	Commercial in confidence	30/01/2015	
Collarenebri Central School (upgrade)	\$435	\$5,470	1/12/2014	
Denison College of Secondary Education Bathurst High campus (upgrade and new gym)	\$1,008	Commercial in confidence	28/01/2015	
Georges River College Peakhurst campus (new gym)	\$698	\$5,761	05/05/2014	
Killara High School (new classrooms)	\$1,741	\$7,956	08/05/2014	
Lake Cathie Public School (new school)	\$160	Commercial in confidence	10/01/2015	
The Ponds High School (new school)	\$2,741	\$30,674	23/01/2015	
The Ponds School for Specific Purposes (new school)	\$908	Commercial in confidence	23/01/2015	
Wangee Park School (new school)	\$714	\$10,143	20/12/2014	
Wentworth Point Public School (new school)	nil	Commercial in confidence	01/12/2016	
<b>School facilities, upgrades and refurbishment – Work in progress</b>				
Bass School for Specific Purposes (new school)	\$9,158	\$14,364	19/12/2013	
Cabramatta High School (stage 2 upgrade)	\$4,576	\$6,550	15/10/2013	
Cabramatta High School (stage 3 upgrade)	\$253	Commercial in confidence	01/05/2015	Delayed <sup>1</sup>
Callaghan College Wallsend campus (upgrade)	\$359	\$7,830	6/11/2012	Completed
Clarke Road School (upgrade)	\$6,382	\$10,518	14/05/2013	Completed
Cairnsfoot School (relocation)	\$222	Commercial in confidence	20/01/2015	Delay in site acquisition
Electronic Document and Record Management	\$734	\$4,524	30/06/2015	

<sup>1</sup> Anticipated handover extended from 6/09/14 to 1/05/15 due to delay in previous stages.

Georges River College Hurstville Boys campus (upgrade)	\$2,047	\$14,305	20/03/2013	Completed
Gosford Public School (relocation)	\$6,307	\$20,500	7/04/2014	Delayed <sup>2</sup>
Homebush West Public School (upgrade)	\$968	\$5,505	21/12/2012	Completed
Hurstville Public School (upgrade)	\$5,181	\$6,908	24/01/2014	
Illawarra Industry Training College	\$152	\$5,581	30/11/2014	
Karonga School (upgrade)	\$1,296	\$3,200	29/01/2013	Completed
Kyogle High School (upgrade)	\$2,990	\$6,781	27/08/2013	
Learning Management and Business Reform Project – Human Resource and Payroll System	\$36,406	\$66,471	30/06/2014	
Learning Management and Business Reform Project – Student Administration and Learning System	\$48,105	\$89,128	30/06/2014	
Nepean Creative and Performing Arts High School (new performing arts facility)	\$2,865	\$4,578	30/04/2013	Completed
Oran Park Public School (new school)	\$8,864	\$15,539	17/01/2014	
Ulladulla High School (stage 3 upgrade)	\$4,000	\$10,782	4/10/2013	

#### TAFE facilities, upgrades and refurbishment – New work 2012/13

Cooma TAFE (Carpentry and Joinery Workshop and Student Support Facility)	\$274	\$5,865	21/11/2014	
Granville TAFE (Meat and Allied Trades upgrade)	\$212	\$4,000	31/10/2014	
Kurri Kurri TAFE (Plant and Heavy Vehicle Training Centre)	\$508	\$12,124	30/06/2015	
Nepean College, Kingswood TAFE (Health and Support Services facilities)	\$377	Commercial in confidence	30/06/2015	
North Sydney TAFE (Stage 2 Dunbar Building refurbishment)	\$300	\$6,624	22/09/2014	
Tamworth TAFE (Community services, health, plumbing and disabilities facilities)	\$423	\$11,533	30/06/2015	
Taree TAFE (facilities upgrade)	\$155	Commercial in confidence	29/09/2015	
Ultimo TAFE (Building U upgrade)	nil	Commercial in confidence	1/12/2015	Project scope changed

#### TAFE facilities, upgrades and refurbishment – Work in progress

Albury TAFE (new Connected Learning facilities)	\$2,903	\$7,082	12/02/2014	
Armidale TAFE (Community Services upgrade)	\$630	\$8,005	30/03/2013	Completed
Enmore TAFE (Design Centre upgrade)	\$1,320	\$4,190	9/12/2013	Completed
Kingscliff TAFE (Nepean) (refurbishment)	\$3,308	\$9,799	20/06/2014	
Lidcombe TAFE (upgrade)	\$3,048	\$6,498	30/06/2014	
Maitland TAFE (Centre for Dry Wall Plastering and Associated Trades)	\$1,860	\$8,476	31/03/2014	
Murwillumbah TAFE (refurbishment)	\$406	\$2,662	27/05/2013	Completed
Nirimba TAFE (refurbishment)	\$1,257	\$9,800	30/06/2014	

<sup>2</sup> Anticipated handover extended from 31/01/14 to 7/04/14 due to latent conditions and additional works

North Sydney TAFE (stage 3 redevelopment)	\$2,757	\$7,195	22/09/2014	
North Sydney TAFE (campus redevelopment and Bradfield relocation)	\$5,960	\$9,000	4/03/2013	Completed
North Sydney TAFE (Stage 1 Dunbar Building refurbishment)	\$4,958	\$9,000	4/03/2013	Completed
Orange TAFE (Aboriginal Training Centre)	\$2,986	\$4,198	18/10/2013	Completed
Tamworth TAFE (new Indigenous Learning Centre)	\$2,334	\$5,099	31/01/2014	
Ultimo TAFE (AutoCell Transport Technical Centre)	\$6,609	\$17,384	7/02/2013	Completed
Ultimo TAFE (Stage 3 infrastructure sustainability)	\$3,815	\$9,403	2/10/2013	Completed

#### **Sport and recreation facilities, upgrades and refurbishment - New work 2012/13**

Jindabyne Sport and Recreation Centre Upgrade	\$0	\$1,738	30/06/2014	
Sydney International Regatta Centre Upgrade	\$718	\$749	30/06/2013	

#### **Other - New work 2012/13**

Working with Children Check System Upgrade	\$713	\$1,100	30/06/2013	
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## Appendix 18: Payment of accounts

This appendix details the Department's performance in paying accounts during the 2012/13 financial year, including details of action taken to improve performance in paying accounts.

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 the *30 Day Payment Term Policy*. Vendor mailouts 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.

**Table 26:** Aged analysis at the end of each quarter (all suppliers) (2012/13)

	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)
September	\$508,377	\$353,010	\$2,990	\$348	\$395
December	\$336,562	\$251,275	\$15,318	\$862	\$551
March	\$479,364	\$216,577	\$4,244	\$1,235	\$1,085
June	\$486,040	\$331,306	\$5,451	\$997	\$210

**Table 27:** Accounts paid on time within each quarter (all suppliers and small business suppliers) (2012/13)

	Number of accounts due for payment	Dollar amount of accounts due for payment (\$'000)	Actual % of accounts paid on time (based on no. of accounts)	Actual % of accounts paid on time (based on \$ amount of accounts)	Number of accounts paid on time	Dollar amount of accounts paid on time (\$'000)	Number of payments for interest on overdue accounts	Interest paid on overdue accounts
<b>All suppliers</b>								
September	93,529	\$865,120	97%	99%	90,855	\$854,062	nil	nil
December	83,009	\$604,568	97%	97%	80,827	\$585,761	nil	nil
March	73,472	\$702,504	97%	99%	71,572	\$693,627	nil	nil
June	101,105	\$824,003	98%	99%	98,953	\$812,533	nil	nil
<b>Small business suppliers<sup>1</sup></b>								
September	45	\$163	100%	100%	45	\$163	nil	nil
December	39	\$20	100%	100%	39	\$20	nil	nil
March	36	\$17	100%	100%	36	\$17	nil	nil
June	52	\$93	100%	100%	52	\$93	nil	nil

<sup>1</sup> Note: In line with the NSW Government's payment of accounts policy (TC 11/12), small businesses are Australian or New Zealand-based firms that have an annual turnover of under \$2 million in the latest financial year.

## Appendix 19: Legal services expenditure

This appendix reports the Department's external legal services expenditure for 2013, for engagements equal to or above \$50,000.

**Table 28:** Legal services expenditure (2013)

Name of firm	Area of law	Services provided	Total amount
Minter Ellison	Government and administrative	Provision of advice	\$81,138
Hicksons Lawyers	Commercial	Document drafting	\$57,411
Hicksons Lawyers	Commercial	Provision of advice	\$334,334
Hicksons Lawyers	Commercial	Provision of advice	\$70,868

## 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 2012/13.

Grant program	Sum of grants (2012/13)
Aboriginal community governance support	\$55,000
Aboriginal education grants	\$2,270,900
Aboriginal language revitalisation	\$400,000
Adult and community education (ACE) program grants	\$16,698,533
<i>Anzac Community Grants Program</i> (Community youth grants)	\$96,832
<i>Anzac Community Grants Program</i> (Multicultural community grants)	\$39,625
<i>Apprenticeship and Traineeship Training Program</i> grants	\$55,327,773
<i>Community Building Partnership Program</i> (2009)	\$106,397
<i>Community Building Partnership Program</i> (2010)	\$2,308,314
<i>Community Building Partnership Program</i> (2011)	\$14,069,391
<i>Community Building Partnership Program</i> (2012)	\$8,887,664
Community languages grants	\$4,562,113
Community war memorial grants (first round)	\$93,885
Community war memorial grants (second round)	\$103,056
Cultural events and NAIDOC Week	\$136,847
Early childhood education and care grants	\$186,393,402
Education support grants	\$705,903
<i>Elsa Dixon Aboriginal Employment Program</i>	\$2,134,089
Emerging priorities grants	\$678,781
Grant in aid	\$1,258,400
<i>Group Joint Training Scheme</i> grants	\$1,817,864
Intervention support grants: Young people with disabilities	\$13,351,318
Minister for Citizenship and Communities and Minister for Aboriginal Affairs' discretionary grants	\$113,549
Minister for Sport and Recreation's discretionary fund	\$79,003
National curriculum implementation	\$8,600,000
National partnerships	\$82,640,555
National school drug education grants	\$803,401
<i>Productivity Places Program</i> grants	\$42,318,074
Regional academies of sport	\$1,500,000
<i>Regional Conservatorium Grants Program</i>	\$5,019,091
<i>Safe Shooting Program</i>	\$800,000
<i>Safety and Rescue Program</i>	\$2,460,000
<i>Skills Centre Program</i> grants	\$373,484
<i>Sport and Recreation Events Program</i>	\$328,500
<i>Sport and Recreation Facility Program</i>	\$1,117,393
<i>Sport and Recreation Participation Program</i>	\$501,661
Sport and recreation special grants	\$129,455,000
Sport and recreation strategic partnerships program	\$500,900
<i>Sports Development Program</i>	\$2,562,004
<i>Strategic Skills Program</i> grants	\$10,711,630
Timebanking trial grants	\$250,000
<i>Training Places for Single and Teenage Parents</i>	\$1,063,277

VET in schools consortium grants	\$2,782,180
<i>VET in Schools Program</i> grants	\$4,621,709
Youth assistance strategies grants	\$9,711,786
Youth Week grants	\$269,220
<b>Total</b>	<b>\$620,078,503</b>

## Aboriginal community governance support

Providing community governance support to Aboriginal communities.

Brewarrina Business Centre <sup>1</sup>	\$48,000
Illawarra Aboriginal Corporation <sup>2</sup>	\$7,000
<b>Total paid in 2012/13</b>	<b>\$55,000</b>

<sup>1</sup> On behalf of Walgett, Weilmoringle, Wentworth/Dareton, Wilcannia, Menindee, Lightning Ridge, Ivanhoe, Gulargambone, Goodooga, Enngonia, Bourke, Brewarrina, Broken Hill, Cobar, Collarenebri, Coonamble communities.

<sup>2</sup> Part-funded by NSW Department of Premier and Cabinet

## Aboriginal education grants

Improving the educational outcomes of young Aboriginal people and implementing Aboriginal languages in schools.

Clontarf Foundation	\$828,000
NSW Aboriginal Education Consultative Group Inc.	\$1,442,900
<b>Total paid in 2012/13</b>	<b>\$2,270,900</b>

## Aboriginal language revitalisation

Supporting the provision of Aboriginal language services

NSW Aboriginal Education Consultative Group (AECG) Inc.	\$400,000
<b>Total paid in 2012/13</b>	<b>\$400,000</b>

## Adult and community education (ACE) program grants

Delivering accredited and non-accredited VET.

ACE Community Colleges Ltd	\$2,000
ACE North Coast Inc.	\$664,537
Albury Wodonga Community College Ltd	\$192,606
Alstonville Ballina Community College	\$550,678
Ballina Region Community College Inc.	\$2,000
Bankstown Community College Inc.	\$454,507
Byron Region Community College Inc.	\$491,082
Camden Haven Community College Inc.	\$291,195
Central Coast Community College	\$707,486
City East Community College Inc.	\$309,364
Coffs Coast Community College Inc.	\$291,520
Community College-Northern Inland Inc.	\$654,582
Community Colleges Australia Ltd	\$55,393
Cooperative Learning Ltd	\$87,803
Eurobodalla Adult Education Centre Inc.	\$321,360
Forster Tuncurry Community College Inc.	\$164,902
Grafton Community College Inc.	\$151,941
Hornsby Ku-Ring-Gai Community College Inc.	\$224,464
Hunter Community College Inc.	\$126,125

Kiama Community College Inc.	\$604,237
Macarthur Community College Inc.	\$415,213
Macquarie Community College	\$553,260
Mental Health Coordinating Council Inc.	\$40,989
Murwillumbah Adult Education Centre Inc.	\$291,008
Nepean Community College Inc.	\$456,789
New England Community College Inc.	\$145,501
North West Community College Inc.	\$272,389
Northern Beaches Community College Inc.	\$325,961
Port Macquarie Community College Inc.	\$559,232
Riverina Community College Ltd	\$772,522
Robinson Education Centre Inc.	\$412,022
Singleton Community College Inc.	\$149,265
St George & Sutherland Community College Inc.	\$330,729
Sydney Community College Ltd	\$219,451
Tamworth Community College Inc.	\$312,571
Taree Community College Inc.	\$303,126
Tenterfield Community College Inc.	\$42,313
The Deaf Society of NSW	\$315,928
The Parramatta College Inc.	\$510,251
Tomaree Community College Inc.	\$279,636
Tuggerah Lakes Community College Inc.	\$572,964
Verito Ltd	\$766,825
Western College Inc.	\$654,407
Western Riverina Community College Inc.	\$248,719
Workers Educational Assoc.	\$147,045
Workers Educational Assoc. (Hunter)	\$840,162
Workers Educational Assoc. (Illawarra)	\$412,473
<b>Total paid in 2012/13</b>	<b>\$16,698,533</b>

## Anzac Community Grants Program (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.

Ariah Park Central School	\$2,500
Belmore High School	\$5,000
Bingara Central School	\$5,000
Bombala High School and St Patrick's High School (Cooma)	\$5,000
Bringelly Public School	\$5,000
Camden Community Centre Inc.	\$3,000
Hay War Memorial High School Museum	\$5,000
James Fallon High School, Albury	\$5,000
John Paul College, Coffs Harbour	\$1,000
June High School	\$829
Lapstone Public School	\$4,200
Mayfield East Public School	\$2,500
National Trust Woodford Academy, Faulconbridge	\$2,870
Parry School, Tamworth	\$3,983
Port Macquarie Historical Society	\$1,300
Redeemer Baptist School, North Parramatta	\$5,000
Riverina Regional Library, Wagga Wagga	\$1,000
Rotary Club of Turramurra	\$5,000
Rowland Hassall School, Parramatta	\$5,000
Sarah Redfern High School	\$4,300
South East Arts, Bega	\$5,000
Tamworth High School <sup>1</sup>	\$10,000

Tamworth Regional Film and Sound Archive	\$4,500
Tumut High School	\$1,500
Willoughby City Library	\$3,350
<b>Total paid in 2012/13</b>	<b>\$96,832</b>

<sup>1</sup> Includes two grants transactions in 2012/13

## Anzac Community Grants Program (Multicultural community grants)

Helping local multicultural communities raise public awareness of the Anzac legacy and the sacrifices made by Australians in war.

Affinity Intercultural Foundation, Auburn	\$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, Parramatta	\$5,000
Ingleburn High School	\$5,000
Italian Bilingual School, Leichhardt	\$4,955
Narwee Public School	\$2,410
NSW Association of Ex Service Men and Women (NAJEX)	\$5,000
Vietnamese Parents & Citizens Assoc.	\$2,000
<b>Total paid in 2012/13</b>	<b>\$39,625</b>

## Apprenticeship & Traineeship Training Program grants

Supporting the delivery of preliminary vocational skills training, and apprenticeships and traineeships.

1 Training Solutions Pty Ltd	\$1,023
3-AAA Training & Consulting Pty Ltd	\$72,075
A Grade Childcare & Training Pty Ltd	\$16,637
AAMC Training Group Pty Ltd	\$16,000
AAPC Ltd	\$14,600
Above & Below Adventure Company Pty Ltd	\$20,514
ACA Training Solutions Pty Ltd	\$136,739
Acacia Group Ltd	\$9,791
Academy Blue Pty Ltd	\$17,651
Academy Holdings Pty Ltd	\$384,827
Academy of Training Pty Ltd	\$232,753
Access Community Group Ltd	\$4,668
Access Group Training Ltd	\$841,475
Access Training & Logistics Pty Ltd	\$6,006
Access Training Institute Pty Ltd	\$23,657
Accredited Training, Licensing & Assessment Services Pty Ltd	\$11,886
ACE Community Colleges Ltd	\$38,951
ACE North Coast Inc.	\$24,984
ACFIPS ITAB NSW Ltd	\$18,411
Active Industry Training Ltd	\$1,205,330
ACTU Education Inc.	\$809
Adept Training Pty Ltd	\$8,727
Advanced Mine Performance Training Services Pty Ltd	\$626
AHFB Pty Ltd	\$7,280
Alan Bartlett Consulting Pty Ltd	\$76,963
All Australian Training Pty Ltd	\$15,760
All Automotive Training Services Pty Ltd	\$107,455
Allied Educational Services Pty Ltd	\$232,364

Anglican Youth and Education Diocese of Sydney	\$17,556	CE Training Consultants Pty Ltd	\$11,861
Anglicare Canberra & Goulburn	\$5,349	Central Coast Community College	\$2,007
Applied Training Solutions Pty Ltd	\$92,974	Century Group Pty Ltd	\$37,319
Apprentices Trainees Employment Ltd	\$375,363	Cerebral Palsy Alliance	\$62,331
ASA - Australian Sports Academy Pty Ltd	\$3,699	Challenge Community Services	\$10,199
Ash Pty Ltd	\$433,092	Challenge Disability Services	\$71,738
Aspire Training & Development Pty Ltd	\$26,619	Challenge National Pty Ltd	\$32,345
Astute Training Pty Ltd	\$7,788	Challenger Training Pty Ltd	\$149,625
ATC Western Sydney Ltd	\$88,418	Charles Sturt Services Pty Ltd	\$43,835
ATF Alderdice & Associates Trust	\$62,685	City-Wide Building and Training Services Pty Ltd	\$228,261
Atkinson Training & Development Pty Ltd	\$76,556	Civil Contractors Federation	\$54,008
ATS Training Systems Pty Ltd	\$19,032	CLB Training & Development Pty Ltd	\$276,529
Aurora Training and Professional Services Pty Ltd	\$55,844	Coates Hospitality Services Pty Ltd	\$380,918
Ausgrid	\$405,109	Cobra Contracting Pty Ltd	\$3,952
Austrain Academy Pty Ltd	\$451,552	College of Transformation Education & Training Pty Ltd	\$33,953
Austraining (NSW) Pty Ltd	\$120,994	Comet Training Pty Ltd	\$78,916
Australian Academy Pty Ltd	\$53,138	ComfortDelgro Cabcharge Pty Ltd	\$1,564
Australian Airline Pilot Academy Pty Ltd	\$45,553	Community Child Care Cooperative Ltd (NSW)	\$42,674
Australian Careers Business College Pty Ltd	\$92,259	Community College-Northern Inland Inc.	\$5,105
Australian Centre for Environmental Compliance Pty Ltd	\$17,267	Congia Enterprises Pty Ltd	\$191,189
Australian Child Care Career Options (ACCCO) Pty Ltd	\$143,112	Contour Systems Pty Ltd	\$28,742
Australian College of Commerce and Management Pty Ltd	\$1,386,812	Corelink Pty Ltd	\$958
Australian College of Professionals Pty Ltd	\$172,284	Cossettini Narelle May	\$9,879
Australian College of Training Pty Ltd	\$2,564	Cottonsoft Software Pty Ltd	\$8,197
Australian Construction Training Services Pty Ltd	\$14,508	Customer Focus Group Training (NSW) Co.	\$94,215
Australian Drilling Industry Training Committee Ltd	\$2,434	D A T Walker Holdings Pty Ltd	\$2,374
Australian Employment & Training Solutions Pty Ltd	\$42,123	D P Training Pty Ltd	\$11,225
Australian Industry Group Training Services Pty Ltd	\$15,633	Dazzle-M Pty Ltd	\$3,672
Australian Institute of Financial Services & Accounting Pty Ltd	\$9,837	Defaye Training & Consultancy Pty Ltd	\$6,535
Australian Institute of Personal Trainers Pty Ltd	\$59,200	Dental Assistant Training Solutions Pty Ltd	\$121,674
Australian Institute of Workplace Learning Pty Ltd	\$73,034	Design Works College of Design Pty Ltd	\$5,591
Australian Red Cross Society	\$3,233	Designer Training Pty Ltd	\$14,090
Australian Retailers Association	\$3,055	Develup & Know Pty Ltd	\$293,996
Australian Salesmasters Training Co Pty Ltd	\$227,466	Distance Learning Australia Pty Ltd	\$1,487
Australian Seeds Authority Ltd	\$13,091	Dynomyte Solutions Pty Ltd	\$69,301
Australian Training Company Ltd	\$184,373	E I M Training Pty Ltd	\$16,670
Australian Vocational Education College Pty Ltd	\$391,781	Eagle Wing Education and Training Pty Ltd	\$62,681
Australian Water Association	\$9,727	East West Training Solutions Pty Ltd	\$460,138
Auswide Projects Ltd	\$110,742	Education Training & Employment Australia Pty Ltd	\$45,818
Automotive Group Training (NSW)	\$209,940	Emma's Secret Investments Pty Ltd	\$143,748
Avana Learning Pty Ltd	\$77,922	Employment & Training Australia Inc.	\$120,007
Aviation Australia Pty Ltd	\$2,055	Employment Innovations Pty Ltd	\$372
B Online Learning Pty Ltd	\$1,258	Empowerment Options Pty Ltd	\$199,023
Ballina Region Community College Inc.	\$17,986	Enable Consultation Services Pty Ltd	\$1,916
Bannister Technical Pty Ltd	\$305,632	Endeavour Energy	\$39,893
Barrington Training Services Pty Ltd	\$107,575	Endeavour Industries Ltd	\$60,569
Beelmo Pty Ltd	\$398,820	Engineering Training Australia Pty Ltd	\$17,672
Benchmark OHS Consulting Pty Ltd	\$44,736	Enterprise & Training Company Ltd	\$395,706
Benchmark Resources Pty Ltd	\$323,804	Equalis Pty Ltd	\$380,141
Booroongen Djugun Aboriginal Corp.	\$43,112	Equals International (Australia) Pty Ltd	\$5,930
Border Express Pty Ltd	\$41,082	Essential Energy	\$55,616
Brainwave Learning Centre Pty Ltd	\$399,109	Essential Personnel Association Inc.	\$7,422
Break Thru People Solutions	\$6,693	Esset Group Pty Ltd	\$289,412
Bridgeworks Personnel Ltd	\$334,471	Eurobodalla Adult Education Centre Inc.	\$43,169
BSA Ltd	\$9,757	Evolution Systems for Training & Development Pty Ltd	\$1,813
Camden Haven Community College Inc.	\$48,766	Ferngood Pty Ltd	\$78,066
Canterbury-Hurlstone Park RSL Club Ltd	\$1,250	First Impressions Resources Pty Ltd	\$112,599
Capital Careers Pty Ltd	\$13,466	Fitlink Australia Pty Ltd	\$2,763
Careers Australia Institute of Training Pty Ltd	\$108,904	Five Star Training Pty Ltd	\$576,388
		Fletcher International Exports Pty Ltd	\$151,967

Flexible Training Solutions Pty Ltd	\$193,827	Julie Reid Management Pty Ltd	\$242,700
Focus Training Solutions Pty Ltd	\$6,351	Just Careers Training Pty Ltd	\$189,613
Ford Motor Company of Australia Ltd	\$230,167	K S Training Pty Ltd	\$94,900
Forestworks Ltd	\$10,227	Karben Training Solutions Monka Pty Ltd	\$436,838
Forsythes IT & Training Pty Ltd	\$11,832	Kells Training Centre Pty Ltd	\$15,131
Franklyn Scholar (Australia) Pty Ltd	\$2,151,862	Key Employment Association Inc.	\$3,608
Furnishing Industry Association of Australia Ltd	\$636,616	Kiama Community College Inc.	\$161,247
Future Academy Pty Ltd (as the trustee for Future Academy Trust)	\$102,984	Kings International College Ltd	\$12,066
Futurestaff Pty Ltd	\$8,361	Kirana Training Pty Ltd	\$189,815
G L Marketing & Distribution Pty Ltd (as the trustee for the Lynch Family Trust)	\$8,293	Knowledgespace Pty Ltd	\$22,833
Gateway Training Academy Pty Ltd	\$73,380	Kogarah Rockdale Training Scheme Inc.	\$219,391
Goodstart Early Learning Ltd	\$98,061	KRTS Pty Ltd	\$33,847
Gow Learning International Pty Ltd	\$146,827	Labtech Training Pty Ltd	\$5,221
Greenacres Disability Services	\$5,405	Lake Macquarie Business Centre Ltd	\$1,341
Greyhound Racing NSW	\$22,758	LDC Group Asia Pacific Pty Ltd	\$100,362
Griffith Skills Training Centre Inc.	\$81,017	LDO Group Training Pty Ltd	\$17,048
Guardian Training Services Pty Ltd	\$114,298	Leadership Management Australia Pty Ltd	\$4,561
Guru Training Pty Ltd	\$250,605	Leadership Success Pty Ltd	\$2,034
H&H Accredited Training Australasia Inc.	\$121,232	Learning Collaborative Pty Ltd	\$22,734
Hammond Institute Pty Ltd	\$25,904	Learning Lab Pty Ltd	\$11,420
HCR Constructions Pty Ltd	\$4,342	Learning Sphere Training Solutions Pty Ltd	\$20,909
Health Education and Training Institute	\$14,204	Lennox Institute Pty Ltd	\$184,756
Honora Pty Ltd	\$33,499	Lexon Industries Pty Ltd	\$26,955
House With No Steps	\$42,568	Lianrick Pty Ltd	\$74,333
HPC Holdings Pty Ltd (as the trustee for the Symbio Alliance Trust)	\$1,851	Life Without Barriers	\$2,168
Hume Learning Institute Pty Ltd	\$9,641	Link Employment & Training Inc.	\$3,070
Hunter Plant Operator Training School Ltd	\$26,625	Linked Training Group Pty Ltd	\$1,300
Hunter Trade College Ltd	\$561	Logan Workforce Solutions Pty Ltd	\$3,390
Hunter Valley Training Company Pty Ltd	\$292,983	Logic Entity Australia Pty Ltd	\$143,920
Hurstville Enterprise Association for People Services Inc.	\$3,320	Macarthur Community College Inc.	\$190,004
Hyundai Motor Company Australia Pty Ltd	\$112,486	Macarthur Disability Services Ltd	\$72,684
Illawarra Area Child Care Ltd	\$1,353,623	Macarthur Group Training Ltd	\$641,964
Illawarra Disability Trust	\$7,437	Macdonald Education Pty Ltd	\$2,569
Illawarra Retirement Trust	\$111,961	Macleay Valley Workplace Learning Centre Inc.	\$3,149
Impact Training & Development Solutions Pty Ltd	\$35,927	Macquarie Community College	\$9,596
Impact Training Institute Pty Ltd	\$25,157	Macquarie Employment Training Service Inc.	\$1,084,643
Indigo Healthcare Education Pty Ltd	\$36,234	Maddisson Employment Pty Ltd	\$55,142
Infront Training Pty Ltd	\$3,062	Mai-Wel Ltd	\$16,400
Inner West Skills Centre Inc.	\$7,153	Management Consultancy International Pty Ltd	\$165,380
Insight Training Group Australia Pty Ltd	\$26,093	Management Institute of Australia No1 Pty Ltd	\$236,208
Institute of Financial Services Inc.	\$217,095	Management Institute of Australia No2 Pty Ltd	\$247,393
Institute of Strategic Management Pty Ltd	\$816	Mantra Training & Development Pty Ltd	\$15,713
Integrated Care & Management Training Pty Ltd	\$187,054	Manufacturing Skills Australia	\$27,749
Intercept Group Pty Ltd	\$251,131	Mardo Group Pty Ltd	\$41,280
Interlink Management Services Pty Ltd	\$24,598	Marrickville Community Training Centre Inc.	\$77,554
International Academy of Equine Education Pty Ltd	\$147,023	Marshall, Kristen	\$23,571
International Child Care College Pty Ltd	\$472,745	Mask Academy Pty Ltd	\$894,652
Interwork Ltd	\$12,788	Master Plumbers & Mechanical Contractors Association of NSW	\$385,163
Into Training Australia Pty Ltd	\$232,841	Maxis Solutions Pty Ltd	\$11,805
ISA Kiama Pty Ltd	\$102,031	Maxwells Services Pty Ltd	\$272,415
J2S Training Solutions Pty Ltd	\$2,195	MBC Training & Development Pty Ltd	\$8,188
JB Hunter Technology Pty Ltd	\$20,556	McDonald's Australia Ltd	\$752,404
JBS Australia Pty Ltd	\$19,432	McMillan Staff Development Pty Ltd	\$68,596
JCE Positive Outcomes Pty Ltd	\$20,458	MEGT (Australia) Ltd	\$246,337
JKR Training for Business Pty Ltd	\$11,079	Mental Health Coordinating Council Inc.	\$97,428
Joblink Plus Ltd	\$90,313	Merage Group Pty Ltd	\$1,231
John Sigurd Muller	\$7,927	Milcom Communications Pty Ltd	\$61,496
JPS & Associates Pty Ltd	\$153,608	Mines Rescue Pty Ltd	\$19,870
		Mint Training Pty Ltd	\$46,674

Motor Traders Association of NSW	\$1,114,767	Reach for Training Pty Ltd	\$118,178
Moving Mountains Pty Ltd	\$2,116	Real Corporate Partners Pty Ltd	\$318,035
Mr Evan E. Hutchens	\$11,572	Real Estate Institute of NSW Ltd	\$87,350
Murray Mallee Training Company Ltd	\$467,563	Real Estate Training Solutions Pty Ltd	\$167,156
My Freight Career Pty Ltd	\$48,566	Rebel Group Ltd	\$85,843
National College Australia Pty Ltd	\$10,354	Recognition First Pty Ltd	\$258,146
National Insurance Brokers Association of Australia	\$40,880	Regional Group Training Ltd	\$19,108
National Technical Training Pty Ltd	\$4,255	Regional Skills Training Pty Ltd	\$2,534
National Training Group Pty Ltd	\$34,362	Response Consulting Australia Pty Ltd	\$52,698
National Training Organisation Pty Ltd	\$354,518	Restaurant & Catering NSW	\$2,073
National Training Pty Ltd	\$12,017	Rise Education & Training Pty Ltd	\$83,368
Nationwide Training Solutions Pty Ltd	\$4,867	Rivalea (Australia) Pty Ltd	\$55,380
Navitas Workforce Solutions Pty Ltd	\$10,298	Riverina Community College Ltd	\$68,901
Network of Community Activities	\$14,674	Rochdale Institute Pty Ltd	\$4,372
New Deal Pty Ltd	\$3,402	Royal Rehabilitation Centre Sydney	\$24,430
Newskills Ltd	\$545	RTV Consultancy Pty Ltd	\$6,792
Newtrain Inc.	\$1,795	Rural Skills Australia	\$27,955
Newtrain Northern Rivers Inc.	\$11,693	Rutherford Technical Services Pty Ltd	\$34,515
Norman Chee & Thu Tram Chee	\$20,960	SAL Consulting Pty Ltd	\$22,900
NORTEC Employment & Training Ltd	\$130,978	Salesforce Australia Pty Ltd	\$88,876
Northern Beaches Community College Inc.	\$52,704	Selmar Holdings Pty Ltd	\$580,461
Northnet Inc.	\$44,881	Sempcom Petroleum Transport Training Pty Ltd	\$20,239
Nova Employment & Training Inc.	\$4,128	Skilled Group Ltd	\$3,732
Novaskill HGT Australia Ltd	\$979,286	Skills Training Australia Group Pty Ltd	\$30,794
NSW Dental Assistants Professional Association Inc.	\$63,849	Skills Training Australia Group Pty Ltd	\$210,087
NSW Fishing Industry Training Committee Ltd	\$60,298	Skills4Jobs Pty Ltd	\$11,733
Nursery & Garden Industry NSW & ACT	\$28,545	Skillset Ltd	\$236,983
Nursing Group Pty Ltd	\$59,309	Skillstrain Pty Ltd	\$44,607
OCTEC Ltd	\$93,945	Skillswest Training Co Pty Ltd	\$160,521
On Time Resources Pty Ltd	\$211,315	Southern NSW Local Health Network	\$15,518
On-Focus Incorporated	\$24,013	Southern Training Organisation Pty Ltd	\$4,212
Online Consultancy & Investments Pty Ltd	\$54,410	Southside Community Services Inc.	\$7,125
Ontrack Learning Pty Ltd	\$12,750	St George & Sutherland Community College Inc.	\$48,587
ORCA (Ocean Recreation Careers Australasia) Pty Ltd	\$13,431	St Patrick's Business College Ltd	\$4,568
Origin Human Resources Pty Ltd	\$3,447	STA Travel Pty Ltd	\$28,472
ORS Rehabilitation & Placement Services Pty Ltd	\$14,631	Stanborough Wemyss Contracting Pty Ltd	\$472,053
Paradigm Training Services Pty Ltd	\$24,576	Statewide Business Training Pty Ltd	\$95,904
Pearsons School of Floristry Pty Ltd	\$748	Steven Millard & Associates Pty Ltd	\$43,378
Pegasus Management Pty Ltd	\$143,650	Strategic Corporate Training Pty Ltd	\$14,929
Penrith Skills for Jobs Ltd	\$125,960	Strategix Training Group Pty Ltd	\$220,925
Pentrans Consulting Pty Ltd	\$19,269	Strive Training Australia Pty Ltd	\$130,486
Perceptum Training Partners Pty Ltd <sup>1</sup>	\$101,007	Subway Development of NSW & ACT Pty Ltd	\$72,144
Performance Edge Systems Pty Ltd	\$278,896	Sureway Skills Training Pty Ltd	\$10,501
Performis Pty Ltd	\$171,297	Susan Briggs Consulting	\$1,350
Pharmaceutical Society of Australia	\$30,536	Sustainable Learning Australasia Pty Ltd	\$61,413
Pinnacle Financial Services Academy Pty Ltd	\$1,806	Sutherland Shire Council	\$62,728
Pivotal Training & Development Pty Ltd	\$63,888	Sydney Institute of Hair & Beauty Pty Ltd	\$110,275
Port Macquarie Community College Incorporated	\$7,387	Sydney School of Business and Technology Pty Ltd	\$10,616
Pow Wow Training Pty Ltd	\$42,746	Sydney Technical Institute Pty Ltd	\$39,026
Pragmatic Training Pty Ltd	\$4,342	Tactical Training Group Pty Ltd	\$1,360,251
Precise Training Pty Ltd	\$64,799	Tamworth Community College Inc.	\$19,807
Precision Training Australia Pty Ltd	\$14,022	Tandem College Pty Ltd	\$7,911
Professional Training Partners Pty Ltd	\$34,954	Taree Community College Inc.	\$16,607
Professional Training Services Australia	\$7,025	Targett Retail Training Pty Ltd	\$37,712
Property Training Solutions Pty Ltd	\$106,186	Teach Me Law Enforcement Pty Ltd	\$7,154
Proteen for Teens Inc.	\$14,968	TESA Mining (NSW) Pty Ltd	\$661,638
Provet Pty Ltd	\$20,931	The Angelsea Complex Pty Ltd	\$17,851
Quick Service Training Pty Ltd	\$1,306	The Association of Superannuation Funds of Australia Ltd	\$18,474
Ramsden Telecommunications Training Pty Ltd	\$76,063	The Australian Electrotechnology Industry Training Centre Ltd	\$907,817

<sup>1</sup> Note: Includes two grants transactions in 2012/13.



The Change Network Pty Ltd	\$112,042
The Crusader Union of Australia	\$19,799
The Daniels Associates of Australasia Pty Ltd	\$506,943
The Fletcher Family Trust Trissig Pty Ltd	\$409,017
The Hospitals Contribution Fund of Australia Ltd	\$29,879
The Illawarra ITEC Ltd	\$93,327
The Management Edge Pty Ltd	\$107,111
The ORS Group Pty Ltd	\$47,262
The Pharmacy Guild of Australia	\$186,692
The Quality Training Company Pty Ltd	\$80,749
The Star City Pty Ltd	\$66,987
The Trustee for the PK Trust	\$3,129
The Uniting Church In Australia Property Trust (NSW)	\$147,886
Tilly's Play & Development Pty Ltd	\$1,122
Timber Training Creswick Ltd	\$5,101
TLC Training Solutions Pty Ltd	\$117,681
Tomaree Community College Inc.	\$1,955
Toni & Guy Australia Pty Ltd	\$27,183
Total Training Solutions	\$116,332
Train Australia Pty Ltd	\$335,987
Trainer Assessor Group Pty Ltd	\$239,176
Training & Development Australia Pty Ltd	\$128,101
Training Beyond 2000 Pty Ltd	\$77,195
Training Education & Management Services Pty Ltd	\$38,209
Training Experts Australia Pty Ltd	\$303,127
Training for Work Pty Ltd	\$6,152
Training Sense Pty Ltd	\$2,753
Training Services 4 You Pty Ltd	\$14,536
Training Specialists (Australia) Pty Ltd	\$469,698
Training Synergies Pty Ltd	\$178,876
Transport Industries Skills Centre Inc.	\$467
Transport Training Solutions Pty Ltd	\$1,530
Transqual Pty Ltd	\$313,177
Trustee for The Salvation Army (NSW) Property Trust	\$3,792
Trustees of The Roman Catholic Church for The Diocese of Parramatta	\$36,172
Tuggerah Lakes Community College Inc.	\$17,059
Tursa Employment & Training Inc.	\$154,068
UNE Partnerships Pty Ltd	\$44,584
UPC Pty Ltd	\$2,178
Upskilled Pty Ltd	\$43,148
Vantage Automotive Pty Ltd	\$456,350
Verto Ltd	\$410,320
Vision International College Inc.	\$2,100
Vision Training Institute Pty Ltd	\$191,889
Vital Training Solutions Pty Ltd	\$6,161
Vocational Institute of Australia Pty Ltd	\$74,301
Vocational Training Australia Pty Ltd	\$52,923
Vocational Training Australia Pty Ltd	\$784,568
W G Learning Pty Ltd	\$391,027
Wentworth College Pty Ltd	\$548,744
Western College Inc.	\$6,067
Westrac Pty Ltd	\$65,860
Wetherill Park Training Centre Pty Ltd	\$62,787
Wise Education Group Limited Partnership	\$567,802
Work Savvy Pty Ltd	\$82,618
Workers Educational Association (Hunter)	\$70,194
Workers Educational Association (Illawarra)	\$11,120
Workplace Training Pty Ltd	\$20,933
Worktrain Pty Ltd	\$114,014

Workventures Ltd	\$77,552
Worldskills Australia	\$200,000
WPC Group Ltd	\$51,947
Xcellence Pty Ltd	\$23,769
X-Seed Education & Development Pty Ltd	\$14,466
Yolarno Pty Ltd	\$34,473
Youthconnections.com.au	\$4,091
Yum Restaurants Australia Pty Ltd	\$325,074
YWCA NSW	\$4,662
<b>Total paid in 2012/13</b>	<b>\$55,327,773</b>

## Community Building Partnership Program

Funding community groups and local councils to invest in community infrastructure throughout NSW.

### Community Building Partnership Program (2009)

Long Reef Golf Club Ltd	\$74,000
Putty Community Assoc. Inc.	\$7,042
The Infants Home	\$25,355
<b>Total paid in 2012/13</b>	<b>\$106,397</b>

### Community Building Partnership Program (2010)

Australian National Sports Club Inc.	\$65,000
Bankstown District Sports Club Ltd	\$40,000
Brungle/Tumut Local Aboriginal Land Council	\$15,000
Burraneer Activity Centre	\$60,000
Camden Junior Australian Football Inc.	\$40,000
Disability Enterprises	\$15,000
Eastwood Thornleigh District Tennis Assoc.	\$19,859
Eden Minor Rugby League Inc.	\$50,000
Elm St Early Learning Centre	\$50,000
Hunters Hill Council	\$24,800
Hurstville Glory Soccer Club	\$30,000
Jesmond Neighbourhood Centre Inc.	\$50,000
Lithgow City Council	\$17,500
Liverpool Womens Health Centre	\$35,000
Macarthur Diversity Services Initiative	\$14,000
Maltese Community Council Of NSW Inc.	\$60,000
Mascot Juniors Rugby League Football Club Inc.	\$80,000
Mid Mountains Out of School Hours Service Inc.	\$102,606
Murwillumbah Community Centre Inc.	\$100,000
Newleaf Community Renewal	\$26,650
Northcott Disability Services	\$ 7,840
Northshore Australian Football Club	\$80,000
Orange Aero Club Inc.	\$30,000
PCYC State Office	\$127,224
Randwick Golf Club Ltd.	\$27,500
Rotary Club of Morisset Inc.	\$11,179
Sawtell/Toormina Sports and Recreation Club Ltd	\$14,800
Schizophrenia Fellowship of NSW Inc.	\$100,000
Scout Association of Australia NSW Branch	\$58,208
Shellharbour Junior Soccer Club Inc.	\$20,000
Silver Plus Inc.	\$40,000
Singleton Rugby Club	\$15,000
St George Australian Football Club Inc.	\$50,000
St Markorius Coptic School Building Fund (Rhodes)	\$40,000
Sydney Womens MLC Rowing Club	\$40,000
The Entrance Amateur Swimming Club	\$63,350

The Entrance North Progress Assoc.	\$30,000
The Fact Tree Youth Service	\$20,000
The Ice Skating Club of NSW Cooperative Ltd	\$25,000
The Junction Works Ltd	\$300,000
The Salvation Army Property Trust	\$129,500
Uniting Care Burnside	\$65,364
Walgett District Sporting Club Ltd	\$40,000
West Ryde Neighbourhood Childrens Centre	\$20,500
Windale Mens Shed and Community Group Inc.	\$18,250
Wollondilly Knights Australian Football Club	\$25,184
Wyong Neighbourhood Centre Inc.	\$14,000
<b>Total paid in 2012/13</b>	<b>\$2,308,314</b>

### Community Building Partnership Program (2011)

Adamstown New Lambton Little Athletics Centre	\$15,000
AFL (NSW/ACT) Commission Ltd	\$40,000
Ambarvale Recreation Centre Inc.	\$16,670
Anglican Church Property Trust Diocese of Sydney	\$571,878
Anglicare Diocese of Sydney	\$63,000
Auburn Community Development Network	\$30,000
Austral Progress Association Inc.	\$21,525
Australian Air League Inc.	\$29,000
Australia-North Cyprus Friendship Assoc.	\$88,000
Awabakal Newcastle Aboriginal Cooperative Ltd	\$10,000
Bangalow Soccer Club	\$23,242
Bankstown Sports Hockey Club Inc.	\$10,000
Barnsley Football Club Inc.	\$10,000
Bateau Bay Mens Shed	\$7,807
Riding for the Disabled Bathurst & District	\$4,344
Bathurst Goldfields	\$15,000
Bathurst Regional Council	\$10,000
Baulkham Hills Australian Football Club Inc.	\$50,000
Bellambi Neighbourhood Centre Inc.	\$12,000
Bexley Bowling And Recreation Club Ltd	\$28,479
Big Fat Smile Group Ltd	\$25,000
Big River Canoe Club	\$9,879
Bkerkacha Charitable Assoc.	\$20,000
Blackheath Area Neighbourhood Centre	\$16,331
Bland Shire Council	\$15,000
Blue Mountains Council	\$25,000
Bombala Council	\$6,232
Bonnells Bay Progress Association Inc.	\$85,000
Bonnie Women's Refuge Ltd	\$50,000
Bonnyrigg Turkish Islamic Cultural Assoc.	\$30,000
Boorowa Central School P&C Auxiliary	\$10,000
Broderick Gillawarna School for Special Purposes	\$26,488
Bulahdelah War Memorial Trust	\$25,000
Burrumbuttock Preschool Centre	\$25,800
Bushwalkers Wilderness Rescue Squad Inc.	\$149,418
Cambridge Park Junior Rugby League Football Club	\$50,000
Camden Athletic Club Inc.	\$20,000
Camden Falcons Soccer Club	\$25,000
Camden Haven Pastoral Horticultural and Agricultural Society	\$5,000
Camden Junior Australian Football Inc.	\$10,000
Camp Breakaway Inc.	\$19,496
Campbell Street Childrens Centre Ltd	\$33,768
Campbelltown Harlequin Rugby Club	\$130,225
Can Assist	\$10,000
Canterbury Bankstown Tennis Association Inc.	\$59,600

Canterbury City Community Centre Inc.	\$6,000
Canterbury City Council	\$10,000
Canterbury Earlwood Caring Association Ltd	\$15,000
Carries Place Womens & Childrens Services Inc.	\$65,000
Catalina Players Inc.	\$14,000
Catholic Care Social Services	\$58,500
Catholic Parish of Pittwater	\$18,850
Caves Beach Surf Life Saving Club Inc.	\$50,000
Central Broken Hill Football Club Inc.	\$16,727
Cessnock Athletics Centre Inc.	\$48,057
Cessnock Council	\$50,000
City Of Canada Bay Council	\$8,000
Civic Disability Services Ltd	\$8,710
Clarence Town Tennis Club	\$5,000
Clarence Valley Council	\$18,750
Clovelly Child Care Centre Inc.	\$40,000
Club Marconi	\$21,516
Coffs Harbour Deep Sea Fishing Club Ltd	\$33,240
Coffs Harbour Kart Club Inc.	\$25,000
Coffs Harbour Regional Conservatorium Inc.	\$17,100
Collaroy Plateau Community Kindergarten Inc.	\$13,000
Commuliverpool-Fairfield Community Radio Co-Op Ltd	\$35,000
Comunita' Papa Giovanni XXIII	\$10,000
Concord Occasional Childcare	\$17,280
Coogee Public School P & C Assoc.	\$55,500
Coomba & District Progress Assoc. Inc.	\$20,000
Coonabarabran Volunteer Rescue Squad Inc.	\$20,000
Cootamundra Shire Council	\$10,000
Copper City Men's Shed - Cobar	\$10,000
Corrimal Uniting Church	\$3,894
Country Womens Association NSW	\$74,948
Cromer Kingfishers JRLFC	\$25,000
Cronulla P&C Assoc.	\$20,490
Cronulla School Of Arts	\$50,000
Crookwell AP&H Society Inc.	\$8,000
Cumberland Community Radio Inc.	\$20,000
Cyprus United Soccer Club (playing as Stanmore Hawks)	\$10,000
Darlington Point Men's Shed Inc.	\$28,000
Dawn Song Childrens Centre	\$16,470
De La Salle Caringbah Junior Rugby League Football	\$60,000
Dora Creek Cricket Club	\$8,400
Dorrigo Chamber Of Commerce Inc.	\$10,200
Dubbo Aero Club Inc.	\$35,000
Dudley-Redhead Junior Rugby League Football Club Inc.	\$34,852
Eastlakes Athletics Centre Inc.	\$28,961
Eastwood Ryde Netball Assoc.	\$23,909
Emmaus Netball Club	\$12,485
Emu Plains Junior Rugby League Club	\$50,000
Estella Progress Assoc.	\$8,000
Family Resource and Network Support Inc.	\$36,500
Figtree Australian Football Club Inc.	\$40,000
Finley Apex Club	\$36,295
Five Dock Public School P&C Assoc.	\$10,000
Forster Tuncurry Golf Club	\$15,000
Forster Tuncurry Rugby Union Football Club Inc.	\$15,000
Freeman Sports Club Inc.	\$50,000
Friends of St Michaels Inc.	\$6,211
Fusion Australia Ltd	\$38,702
Galgabba Point Landcare Swansea	\$6,315
George Cross Falcons Club Inc.	\$15,000

Georges River District Cricket Club	\$33,000	Kiama Power Senior Australian Football Club Inc.	\$25,000
Geurie Racecourse And Recreation Reserve Trust	\$18,750	King Tomislav Croatian Club Ltd	\$32,575
Girl Guides Association (NSW)	\$362,754	Kingscliff Mini School Inc.	\$21,000
Girraween Little Athletics Centre	\$43,279	Kingswood High School P&C Assoc	\$71,000
Glebe Youth Service Inc.	\$12,500	Kirrawee Kangaroos Football Club Inc.	\$5,000
Glenorie Pre-School Kindergarten Assoc. Inc.	\$10,000	Kirribilli Neighbourhood Centre Cooperative	\$15,000
Glenwood Public School P&C Assoc.	\$31,934	Koala Preservation Society Of NSW Inc.	\$15,000
Gloucester District Historical Society	\$5,000	Kogarah Community Services Inc.	\$35,595
Gloucester Shire Council	\$9,500	Kooloora Community Centre	\$54,690
Gol Gol Public School Parents And Citizens Assoc.	\$20,040	Kotara Bowling Club Co-Operative Ltd	\$20,000
Gollan Hall	\$14,000	Ku Childrens Services	\$123,966
Gordon Community Preschool	\$20,000	Kurri Early Childhood Centre Inc.	\$43,000
Goulburn Mens Shed Inc.	\$5,524	Lachlan Shire Council	\$23,688
Grafton Ghosts RLFC Inc.	\$30,000	Lake Macquarie City Council	\$72,500
Grahamstown Sailing And Aquatic Club	\$13,500	Lane Cove Council	\$38,265
Granville South Creative & Performing Arts High School	\$20,000	Lawson Community Preschool Association Inc.	\$12,734
Great Lakes Council	\$23,515	Lend A Hand Ministries Inc.	\$38,000
Greater Taree City Council	\$10,000	Lennox Head Rugby Union Club Inc.	\$65,000
Greek Orthodox Archdiocese of Australia - Hurlstone Park	\$18,000	Leppington Progress Association Inc.	\$5,000
Greek Orthodox Archdiocese of Australia - Sutherland	\$5,000	Liberty Church of Christ	\$19,414
Greenacre Junior Rugby League Football Club	\$5,332	Lifeline North West NSW Inc.	\$30,000
Greenethorpe Soldiers Memorial Hall Inc.	\$15,000	Lilyfield Community Centre Playgroup	\$271
Gunnedah Aged Care Services Ltd	\$28,775	Lions Club of Bowral Inc.	\$10,000
Gunnedah Baptist Child Care Assoc. Ltd	\$26,922	Lions Club of Hallidays Point Inc.	\$13,000
Gunnedah Shire Council	\$20,000	Lismore and District Netball Assoc. Inc.	\$59,383
Guyra Shire Council	\$45,000	Lismore Basketball Assoc.	\$43,800
Gwydir Shire Council	\$50,000	Lithgow City Council	\$50,000
Hamilton Wickam District Cricket Club Inc.	\$10,000	Lithgow City Rangers Soccer Club Inc.	\$4,310
Harbord Public School P&C Assoc.	\$30,000	Liverpool Performing Arts Ensemble	\$10,000
Harold Wheen Preschool	\$16,417	Liverpool Plains Shire Council	\$28,000
Hartley Recreation Reserve Trust	\$20,000	Liverpool Womens Health Centre	\$70,000
Hastings Community FM Radio Association Inc.	\$23,835	Llandillo Community Hall	\$10,000
Hastings Valley Netball Association	\$20,000	Lockhart Shire Council	\$85,000
Hawkesbury River Child Care Inc.	\$5,362	Lower Macleay Preschool Inc.	\$10,000
Hay Gun Club Inc.	\$15,000	Macarthur Diversity Services Initiative	\$30,442
Hindu Society of NSW Inc.	\$20,000	Macarthur Preschool Kindergarten Association Inc.	\$3,642
Holroyd City Council	\$256,000	Macedonian Orthodox Community Of Queanbeyan & District	\$30,000
Holy Trinity Beacon Hill Kindergarten Inc.	\$20,000	Macquarie Scorpions RLFC	\$200,000
Hornsby Shire Council	\$39,905	Maitland City Council	\$44,703
Hunter Brain Injury Respite Options Inc.	\$15,000	Maitland Repertory Theatre Inc.	\$19,899
Hunter Region Botanic Gardens Ltd	\$26,320	Mamre Plains Ltd	\$25,000
Hunters Hill Club Ltd	\$33,897	Manly Warringah Netball Assoc. Inc.	\$64,375
Hunters Hill Council	\$31,300	Manning Valley Kart Club Inc.	\$10,000
Hurstville City Council	\$35,000	Maronite Catholic Parish of our Lady of Lebanon	\$30,510
Illawarra Area Child Care	\$40,990	Masonic Holdings Ltd	\$16,505
Illawong Baseball Club	\$20,000	Medowie Public School Canteen	\$40,000
Inala	\$69,660	Merewether RSL Sub-branch	\$20,000
Inner West Cultural Services	\$13,000	Metro Migrant Resource Centre Inc.	\$23,000
Jerilderie Netball Club Inc.	\$4,000	Mid Western Regional Council	\$35,000
Jerilderie Shire Council	\$4,266	Miranda Sub-branch of the Returned & Services League	\$40,000
Jesmond Early Education Centre Inc.	\$5,000	Molong Show Society Inc.	\$5,445
Jesmond Neighbourhood Centre Inc.	\$12,000	Mona Vale Hospital Auxiliary	\$240,000
Jewish House	\$40,000	Moorebank Baseball Softball Club Inc.	\$82,248
Jindabyne Chamber Of Commerce	\$50,000	Mullion Creek Public Hall and Recreation Reserve Trust	\$8,000
Johns River Community Hall	\$10,000	Multicultural Disability Advocacy Association of NSW	\$30,000
Kandos Rylstone Mens Shed Inc.	\$6,010	Murrumbateman Early Childhood Centre Assoc.	\$25,000
Kandos Rylstone Netball Club	\$17,315	Narrandera Out Of School Hours Inc.	\$10,000
Kareela Public School Parents and Citizens Assoc.	\$2,000	Narromine Shire Council	\$7,849
Kentucky Public School P&C Assoc.	\$4,953	Nelson Bay Pistol Club Inc.	\$15,000
Keystone Community Solutions Inc.	\$19,735		

New Life Christian Church	\$33,527	Rotary Club Of Tumut Inc.	\$10,000
Newcastle Studio Potters Inc.	\$13,200	Rotary Club Of Wentworth Inc.	\$30,000
Newcastle/Hunter Dragon Boat Club	\$25,132	Russell Vale Golf And Social Club Ltd	\$15,000
Newtown Neighbourhood Centre Inc.	\$10,000	Saint Joseph's Maronite Catholic Church - Croydon	\$15,000
Nicholson St Public School P&C Assoc.	\$5,400	Saint Laurences Anglican Church of Barraba	\$30,000
Nimbin Headers Sports Club Inc.	\$14,000	Sapphire Aquatic Ltd	\$45,000
North Bondi Surf Life Saving Club	\$100,000	Sapphire Coast Turf Club Inc.	\$50,000
Northern District Cricket Club Inc.	\$149,000	Schizophrenia Fellowship Of NSW Inc.	\$76,799
Nowra Culburra Surf Life Saving Club	\$50,000	Scone Swimming Club Inc.	\$15,000
NSW Barefoot Water Ski Club	\$19,178	Seaforth Public School P&C Assoc.	\$36,150
NSW Flying Disc Assoc.	\$1,000	Shellharbour City Council	\$8,012
NSW Gbota - Bathurst Greyhound Racing Club	\$10,000	Shellharbour Surf Life Saving Club Inc.	\$20,000
NSW Rail Transport Museum	\$30,000	Shoalhaven Heads Golf Club Ltd	\$40,000
Oatley RSL Youth Club Inc.	\$7,000	Singleton Historical Society and Museum Inc.	\$12,000
Orange & District Pistol Club Inc.	\$2,000	Softball Macarthur Inc.	\$50,000
Orange Senior Citizens Assoc.	\$5,000	South East Neighbourhood Centre	\$31,832
Ourimbah United Football Club Inc.	\$125,000	South Wallsend and Neighbourhood Development Group	\$8,000
Pacific Palms Surf Lifesaving Club Inc.	\$4,000	Southern Districts Soccer Football Assoc. Inc.	\$27,864
Parke Shire Council	\$111,000	Southern Highlands Botanic Gardens Inc.	\$15,000
Parramatta Golf Club	\$20,000	St Andrews Coolah Community Cultural Centre Foundation	\$15,000
Parramatta-Auburn Netball Association Inc.	\$19,062	St Antonious Coptic Orthodox Church	\$20,000
Pathways Community Care Inc.	\$19,889	St Elias Melkite Catholic Church	\$30,000
PCYC State Office	\$758,062	St George Cycling Club Inc.	\$81,131
Penrith City Council	\$94,650	St John Ambulance Australia (NSW)	\$25,000
Penrith Panthers BMX Club Inc.	\$50,000	St Marys Primary School Rydalmere	\$22,990
Penshurst Public School Parents & Citizens Assoc.	\$2,770	St Marys School Concord Parent Association	\$18,841
Peter Rabbit Preschool Inc.	\$8,631	St Phillips Christian Cessnock College P&F	\$20,000
Picton Uniting Church	\$10,000	St Phillips Christian Education Foundation Ltd	\$17,600
Playgroup NSW Inc.	\$10,000	St. Ives Pre-School Kindergarten	\$25,000
Polish Association in Wollongong Inc.	\$20,000	St.Mary's Antiochian Orthodox Church Inc.	\$16,000
Port Macquarie Craft Centre Inc.	\$20,000	Startts	\$33,000
Port Macquarie Kart Racing Club Inc.	\$12,000	Sunnyfield	\$15,000
Port Macquarie Rowing Club	\$1,122	Sussex Inlet Mens Shed Inc.	\$30,460
Port Macquarie-Hastings Council	\$45,000	Sutherland Shire Family Services Inc.	\$53,305
Port Stephens Council	\$154,300	Sutherland Shire Football Assoc. Inc.	\$40,000
Possums Community Preschool Assoc. Inc.	\$26,000	Sydney Amateur Sailing Club	\$21,400
Pratten Park Bowling Club Ltd	\$11,000	Sydney Hills Eagles AFL Club Inc.	\$20,000
Prostate Survival Alliance Inc.	\$9,900	Sydney Uni Sport And Fitness	\$16,300
PT Bowling and Community Club Ltd	\$29,333	Taldumande Youth Services Inc.	\$50,000
Putney OOSH	\$10,000	Tamworth Cricket Inc.	\$10,000
Pymble Turramurra Kindergarten Inc.	\$65,000	Tamworth Kart Racing Club	\$9,000
Quakers Hill East Parents and Citizens Assoc.	\$6,000	Tamworth Montessori Preschool	\$6,000
Raymond Terrace Community Preschool Inc.	\$40,699	Taree Soccer Club Inc.	\$13,912
Red Cockatoo Australia Ltd	\$798	Tarrawanna Public School P&C Assoc.	\$15,000
Red Point Artists Assoc. Inc.	\$10,000	Taverner's Hill Infants School P&C	\$10,000
Riding for the Disabled Fall Timbers Centre	\$28,000	Telopea Family Resources Inc.	\$43,000
Riverstone Junior Rugby League Football Club	\$15,000	Temora Shire Council	\$10,466
Riverstone Neighbourhood Centre and Community Aid	\$1,974	Tenterfield Shire Council	\$7,117
Riverwood Community Centre	\$8,845	The Apostles & Saint Abanoub Coptic Orthodox Church	\$50,000
Robertson Agricultural And Horticultural Society Inc.	\$10,000	The Ballina Players Inc.	\$44,578
Rockdale Council	\$40,000	The Berrima Court House Trust	\$14,000
Rockdale Ilinden Soccer Club Inc.	\$8,000	The Cheltenham Recreation Club Ltd	\$20,000
Roo Theatre Company Inc.	\$14,022	The Corndale Hall Inc.	\$4,075
Rotary Club Of Berry-Gerrington	\$19,769	The Exodus Foundation	\$40,275
Rotary Club Of Cabramatta Inc.	\$20,000	The Greek Orthodox Parish and Community of Kogarah	\$125,000
Rotary Club Of Kariong Somersby	\$18,617	The Healing Ministry Centre Goldengrove Ltd	\$19,218
Rotary Club Of Manly Sunrise Inc.	\$60,000	The Ice Skating Club of NSW Co-Operative Ltd	\$30,000
Rotary Club Of Narellan Inc.	\$15,000	The Infants Home	\$30,000
Rotary Club Of Springwood Inc.	\$27,000	The Lebanese Maronite Order	\$50,000
Rotary Club Of Sussex Inlet Inc.	\$10,000		

The Lismore Soup Kitchen Inc.	\$4,535
The Milvale Progress Association Inc.	\$15,000
The Returned and Services League of Australia Branch	\$45,999
The Salvation Army Property Trust	\$18,888
The Scout Association Of Australia NSW Branch	\$591,821
The Shack Youth Services Inc.	\$18,232
The Ted Noffs Foundation Inc.	\$24,123
Tilligerry Habitat Association Inc.	\$3,510
Tocumwal Chamber Of Commerce and Tourism	\$35,000
Touched by Olivia Foundation Ltd	\$30,000
Tuggerah Lake R1003002 Reserve Trust	\$22,800
Tweed Bridge Club Inc.	\$5,060
Tweed Coast Rural Fire Brigade	\$70,000
Tweed Palliative Support Inc.	\$31,427
Tweed United Football Club	\$25,773
UCA Campsie Earlwood Parish	\$20,000
UCA Forster Tuncurry Congregation	\$8,000
UCA Gateway Family Services	\$32,000
UCA Northern Inland Congregations	\$4,823
UCA Tahmoor/Yanderra	\$24,800
UCA Uniting Church Grenfell	\$9,165
Ungarie Central School P&C Assoc.	\$20,000
Unitingcare Ageing	\$20,300
University of Wollongong	\$30,000
Uralla Shire Council	\$49,235
Valley United Junior Rugby League Football Club Inc.	\$58,180
Vardys Road P&C Assoc.	\$60,000
Wagga Wagga Rescue Squad	\$12,100
Wagstaffe to Killcare Community Assoc.	\$28,000
Walcha Council	\$50,000
Walla Walla Bowling Recreation Club Ltd	\$1,662
Wallamba Bulls Rugby Union Football Club	\$25,000
Wallamba District Agricultural And Horticultural Assoc.	\$15,000
Wallsend Touch Association	\$6,000
Warilla Occasional Care Centre	\$7,090
Warners Bay Cricket Club Inc.	\$6,167
Warners Bay High School P&C Assoc.	\$20,000
Warrumbungle Shire Council	\$13,509
Wattamondara Recreation Ground Trust	\$15,000
Wauchope Chamber of Commerce and Industry Inc.	\$36,400
Wellington And District Cricket Assoc.	\$5,000
Wellington Council	\$10,000
Wentworthville Baptist Church	\$20,000
West Pymble Bowling Club Ltd	\$11,936
Western Suburbs Lawn Tennis Association Ltd	\$15,000
Wiangaree Public Hall Reserve Trust	\$15,381
Windale Gateshead Bowling Club Ltd	\$28,193
Windale Junior Rugby League Football Club	\$35,000
Wingecaribee Shire Council	\$29,505
Wollondilly Knights Australian Football Club	\$42,500
Wollondilly Shire Council	\$55,000
Wollongbar - Alstonville Rugby Club Inc.	\$30,000
Wollongong City Council	\$390,557
Wollongong Kart Racing Club	\$15,000
Woodburn Chamber of Commerce	\$43,000
Woolooware Public School P&C Assoc.	\$33,687
Woonona Bowling & Recreation Club Ltd	\$4,919
Wyong District Museum & Historical Society Inc.	\$10,975
Wyong Shire Council	\$28,000
Yarra Bay Sailing Assoc. Inc.	\$30,000

Yates Avenue P&C Assoc.	\$14,000
YMCA of Sydney	\$56,791
<b>Total paid in 2012/13</b>	<b>\$14,069,391</b>

### Community Building Partnership Program (2012)

Adamstown Rosebud Sport and Recreation Cooperative	\$33,000
Alexandria Rovers JRLFC Inc.	\$25,000
Anglican Church Property Trust Diocese of Sydney	\$199,543
Anglican Parish of Manilla	\$9,400
Anglican Parish of the Wollombi Valley	\$10,523
Anowah Community Living Inc.	\$5,940
Anzac Village Preschool	\$19,219
Arncliffe Scots Baseball Club	\$30,000
Asian Women at Work	\$7,750
Asquith Public School P&C Assoc.	\$22,305
Attunga Rodeo Assoc.	\$10,000
Auburn School Parents Assoc.	\$35,377
Australian Council of Women Affairs	\$5,000
Australian Foundation For Disability	\$57,181
Australian Huntingtons Disease Assoc. NSW	\$7,500
Australian Muslim Welfare Centre Inc.	\$30,000
Australian Sikh Assoc. Inc.	\$45,000
Australian Turkish Kurdish Community Services Co-Op	\$29,293
Autism Advisory and Support Service	\$6,400
Balgownie Village Community Centre	\$11,000
Ballina Tennis Club Inc.	\$6,990
Balranald Mensed Inc.	\$29,466
Banksia Road Parents and Citizens Assoc.	\$39,800
Baradine & District Progress Assoc.	\$20,000
Barton Park Giant Trees Arboretum Inc.	\$10,000
Basketball Assoc. of Newcastle Ltd	\$24,750
Bass High School P&C Assoc.	\$18,557
Bathurst Bushrangers	\$10,000
Bathurst City Community Club Inc.	\$7,000
Bathurst Seymour Centre Inc.	\$11,925
Bay City Care Inc.	\$14,300
Beecroft Bowling Club	\$20,000
Bega Valley Shire Council	\$30,000
Belfield Bowling & Recreation Club Ltd	\$10,000
Bellingen Shire Council	\$17,343
Belmont Macquarie Tennis Club Inc.	\$29,000
Berala Carramar Hardcourt Tennis Assoc. Inc.	\$10,275
Berkeley Vale Rugby League & Sports Club Inc.	\$21,558
Berrygill Creek Sporting Club Inc.	\$24,397
Big River Festival of Arts Inc.	\$21,218
Birrong Sports Football Club Inc.	\$14,310
Black Range Pony Club Inc.	\$7,000
Blacktown City Council	\$33,000
Bland Shire Council	\$16,296
Blue Mountains Council	\$33,924
Blue Mountains Group Support Brigade RFS	\$9,600
Bonny Hills Progress Assoc.	\$35,233
Boorowa Council	\$6,000
Bowral and District Art Society Inc.	\$9,500
Buckets Way Neighbourhood Group Inc.	\$7,000
Budawang Public School Parents & Citizens Assoc.	\$20,000
Bulahdelah Chamber of Commerce and Tourism	\$15,000
Bulahdelah Show Society Inc.	\$17,000
Burwood Council	\$15,870

Byron Shire Council	\$62,012	Elsie Womens Refuge	\$40,869
Cabarita Beach Bogangar Residents Assoc. Inc.	\$3,087	Engadine Bowling and Recreation Club Ltd	\$45,000
Cabarita Beach Surf Life Saving Club	\$16,289	Epping Baptist Church	\$15,000
Caffreys Flat Community Hall Inc.	\$12,200	Ermington West Public School P&C	\$25,000
Camden Council	\$27,435	Euchareena Public Hall Trust	\$6,000
Camden Haven Meals on Wheels Assoc. Inc.	\$8,360	Evans Head Touch Football Assoc. Inc.	\$38,000
Campbelltown Collegians JRLFC Inc.	\$47,707	Fairfield Liverpool Cricket Assoc. Inc.	\$16,400
Campbelltown Presbyterian Community Child Care Centre	\$43,915	Family Planning NSW	\$13,943
Canada Bay State Emergency Service	\$10,790	Fc Bossy Liverpool Youth Inc.	\$55,125
Canterbury Meals On Wheels Inc.	\$12,000	Filipino Australian Society of the Hunter Valley	\$10,000
Canterbury Public School P&C Assoc.	\$5,000	Forbes Learning Ladder	\$9,750
Cardinal Stepinac Village	\$22,000	Forster Masonic Centre Inc.	\$9,684
Casino Show Society Inc.	\$10,000	Forster Surf Life Saving Club Inc.	\$15,000
Casuarina Beach Hockey Club Inc.	\$38,711	Forster Tuncurry Lions Club Inc.	\$12,000
Catalina Players Inc.	\$10,540	Friends Northern Beaches Palliative Care United	\$33,000
Catholic Diocese of Maitland-Newcastle	\$12,000	Ganmain Show Society Inc.	\$4,110
Catholic Parish of Corpus Christi St Ives	\$20,760	George Cross Falcons Club Inc.	\$10,000
Catholic Parish of Our Lady of Fatima Peakhurst	\$8,565	Georges River Grammar P&F Assoc.	\$30,000
Catholic Parish of St Brigids Bulahdelah	\$5,000	Gerringong Tennis Club	\$23,689
Cattai Public School P&C Assoc.	\$6,152	Girl Guides Assoc. (NSW)	\$103,295
Central Coast Evangelical Church Inc.	\$7,920	Glebe Youth Service Inc.	\$25,915
Central Coast Machinery Club Inc.	\$19,076	Glen Innes Showground Trust	\$9,636
Central Coast Meals on Wheels	\$12,000	Glendore Child Care Centre Inc.	\$5,500
Cerebral Palsy Alliance	\$8,881	Gloucester District Tennis Assoc.	\$7,000
Cessnock Shed & Community Garden Inc.	\$15,700	Goonellabah Tennis Club	\$6,800
Cessnock Tennis Club Inc.	\$20,000	Gosford City Council	\$104,657
Challenge Southern Highlands Inc.	\$11,000	Grafton Show	\$40,000
Charlestown P&C Assoc.	\$6,000	Granville Multicultural Community Centre	\$10,000
Chester Hill RSL and Bowling Club Cooperative	\$10,000	Grays Point Preschool Kindergarten Assoc.	\$12,000
Chinese Australian Services Society	\$11,000	Greek Orthodox Parish and Community of Burwood and District St Nectaros Ltd	\$43,888
Chipping Norton Soccer Club	\$3,830	Greenwich Public School Parents and Citizens Assoc.	\$18,981
Christian Outreach Centre - Port Stephens	\$5,269	Grenfell Rifle Club	\$8,000
City of Albury Sub-branch of the RSL of NSW Branch	\$23,412	Greystanes Uniting Church Childcare Centre	\$21,200
Cobar Shire Council	\$25,000	Griffith City Council	\$15,000
Cobargo Preschool Inc.	\$10,000	Guardian Angel Preschool Kindergarten Inc.	\$5,127
Community Radio Coraki Assoc. Inc.	\$17,120	Guildford County Soccer Club	\$30,970
Community Workshed Inc.	\$10,000	Gulgong Pioneer Museum	\$13,864
Condobolin Preschool and Childcare Centre	\$25,500	Gulgong Preschool Inc.	\$2,500
Coolah District Development Group Inc.	\$28,129	Guyra Gun Club Inc.	\$20,000
Copper City Mens Shed - Cobar	\$10,000	Hallidays Point District Senior Citizens Inc.	\$4,000
Country Womens Assoc. NSW	\$58,138	Hallidays Point Landcare Group Inc.	\$22,000
Cranebrook United Soccer Club	\$33,000	Hamilton Wickam District Cricket Club Inc.	\$1,500
Crestwood Public School P&C Assoc.	\$32,000	Hannam Vale Recreation Reserve Trust	\$4,540
Cringila Childrens House Inc.	\$1,730	Hastings Preschool and Long Day Care Centre	\$10,000
Cronulla High School P&C	\$35,000	Hastings Valley Dressage Club	\$27,380
Cronulla Rsl Youth Soccer Club	\$25,000	Hastings Womens and Childrens Refuge Inc.	\$16,440
Cronulla Triathlon Club	\$9,000	Hat Head Tennis Club Inc.	\$26,500
Cudgegong Jump Club Inc.	\$15,000	Hawkesbury City Council	\$33,000
Cudgen Rural Fire Brigade	\$37,231	Hawkesbury Independent School Inc.	\$2,695
CWA of NSW Nelson Bay Branch	\$2,200	Hawkesbury Sports Council Inc.	\$14,498
Dapto Rural Fire Brigade	\$11,000	Henbury Sport and Recreation Club	\$2,712
Detour House Inc.	\$10,223	Holdsworth St Community Centre	\$40,400
Dudley-Redhead Junior Rugby League Football Club Inc.	\$20,000	Homenetmen Ararat Assoc.	\$16,204
Dulwich Hill Soccer	\$15,000	Horizon Theatre Co Ltd	\$25,000
ET Australia	\$20,000	Howlong Netball Club	\$40,000
Eastern Suburbs Dragon Boat Club Inc.	\$18,000	Illawarra Area Child Care	\$35,020
Edgeworth Memorial Neighbourhood Centre Inc.	\$4,050	Illawarra Light Railway Museum Society Ltd	\$10,000
Edsacc Croquet Club Inc.	\$29,500	Illawarra Live Steamers Cooperative Ltd	\$8,200
Eleebana Public School P&C Assoc.	\$25,000	Illawarra Veterans Entitlement Service	\$800
Elmore Vale Early Learning Center	\$5,150		

Iluka Preschool Inc.	\$15,250	Mars Inc.	\$9,948
Iluka Woombah Mens Shed Inc.	\$29,599	Maryland Activities Group Inc.	\$4,958
Inverell Community Men's Shed Inc.	\$25,000	Medowie Community Preschool Inc.	\$19,100
Islamic Womens Welfare Assoc.	\$25,000	Men and Family Centre Inc.	\$9,645
James Erskine Public School P&C Assoc.	\$20,000	Merindah Childrens Centre Inc.	\$8,000
Jesmond Neighbourhood Centre Inc.	\$6,831	Mid North Coast Maritime Museum Inc.	\$8,527
Jindera & District Pony Club	\$21,000	Millthorpe and District Historical Society	\$30,000
June Shire Council	\$10,000	Minimbah Challenge Inc.	\$25,000
Karabi Community & Development Services Inc.	\$20,000	Mitchells Island Literary Institute Inc.	\$5,000
Kareela Public School Parents and Citizens Assoc.	\$20,000	Mona Vale Hospital Auxiliary	\$23,000
Karuah Working Together Inc.	\$4,100	Mort Bay Community Garden Inc.	\$10,000
Katoomba Neighbourhood Centre Inc.	\$19,928	Mortdale Community Services Inc.	\$24,464
Kempsey Clay Target Club Inc.	\$7,658	Moruya Surf Life Saving Club Inc.	\$10,000
Kendall Community Centre Trust	\$3,530	Mosman Croquet Club	\$8,000
Kendall Dragon Boat Club	\$11,528	Mullumbimby Agricultural Society Inc.	\$10,780
Kentucky Memorial Hall and Literary Institute Inc.	\$25,000	Multicultural Disability Advocacy Assoc. (NSW)	\$20,000
Kiama Junior Rugby League Football Club	\$40,000	Multiple Sclerosis Ltd	\$50,000
Killara Public School Parents & Citizens Assoc.	\$20,145	Murwillumbah Community Mens Shed	\$20,000
Kotara South Public School P&C Assoc.	\$3,000	Murwillumbah Showground Trust	\$24,000
KU Childrens Services	\$98,938	Myall Park Croquet Club Inc.	\$15,823
Kurrajong Rural Fire Brigade	\$15,000	Nabiac Tennis Assoc. Inc.	\$17,000
KYDS	\$14,753	Nambucca Heads Mens Shed Inc.	\$14,670
Kyeemagh Infants Public School P&C Assoc.	\$36,363	Nambucca Heads Primary School P&C Assoc.	\$7,382
Kyogle P A & H Society Inc.	\$20,000	Nambucca Heads Tennis Club Inc.	\$22,500
Lachlan Shire Council	\$20,070	Narellan Junior Rugby League Football Club Inc.	\$13,616
Lake Cargelligo District Community	\$10,000	Narooma Blue Water Dragons Inc.	\$12,813
Leeton Shire Council	\$21,608	Narooma/Kianga/Dalmeny Cycleway Committee	\$50,000
Lennox Head Soccer Club Inc.	\$25,060	Narrandera Landcare	\$15,000
Leppington Progress Assoc. Inc.	\$5,000	Narraweena Public School P&C	\$20,000
Life Education NSW Ltd	\$170,410	National Trust of Australia NSW	\$31,987
Lifestart Co-Operative Ltd	\$53,045	Newcastle Printmakers Workshop Inc.	\$21,401
Lindfield Junior Rugby Club Inc.	\$40,000	Ngunnawal Aboriginal Corp.	\$15,000
Lindsay Park Public School Parents and Citizens Assoc.	\$15,000	Nimbin Preschool and Childcare Assoc. Inc.	\$4,310
Lion Club of Muswellbrook	\$8,000	Normanhurst West P&C Assoc.	\$12,000
Lions Club of Barraba Inc.	\$23,537	North Arm Cove Residents Assoc.	\$25,000
Lions Club of Narrabri Inc.	\$5,000	North Armidale Tennis Club Inc.	\$5,881
Lions Club of Toronto Inc.	\$5,600	North Shore Rowing Club Inc.	\$28,000
Lions Club of Cooma	\$55,000	North Steyne Surf Life Saving Club Inc.	\$28,206
Lisarow Ourimbah Cricket Club	\$31,650	North Sydney Demonstration School P&C Assoc.	\$10,000
Lismore City Lions Club Inc.	\$10,000	North Tamworth Rugby League Football Club	\$29,632
Lismore Swans Australian Football Club	\$23,323	Northern Lakes Regional Business Chamber	\$17,250
Lithgow City Council	\$10,000	NSW Gaelic Athletic Assoc.	\$50,000
Lithgow District Car Club Inc.	\$10,000	NSW Spanish and Latin American Association for Social Inclusion	\$9,000
Lithgow Friends of The Conservatorium Inc.	\$15,170	Nundle Sport & Recreation Club Ltd	\$17,182
Lithgow Swimming Club	\$17,490	Oatley West Public School P&C Assoc.	\$27,500
Liverpool City Netball Assoc.	\$5,175	Oberon District Little Athletics Centre Inc.	\$4,250
Liverpool Golf Club Ltd	\$5,000	Oberon Golf Club Ltd	\$25,000
Liverpool Olympic Sports and Social Club Ltd	\$8,250	Oberon Mens Shed Inc.	\$10,000
Liverpool Plains Shire Council	\$20,000	Oberon Show Society Inc.	\$10,100
Lodge Bulli Thirroul 1040	\$7,502	Old Bar Cricket Club Inc.	\$14,000
Macarthur Anglican School Services	\$8,700	Orange Christian School Parents and Friends Committee	\$12,000
Macarthur Centre For Sustainable Living	\$6,450	Orange Society of Model Engineers Co-Op Ltd	\$7,000
Macedonian Orthodox Church Saint Kliment of Ohrid	\$35,000	Paddle NSW Inc.	\$6,000
Macquarie Fields Cricket Club	\$58,500	Pappinbarra Progress Assoc.	\$5,325
Maitland Community Preschool	\$43,349	Paraplegic & Quadriplegic Assoc.	\$30,000
Manly Club For Seniors Inc.	\$6,122	Parkes and District Neighbourhood and Community Inc.	\$8,583
Manning River Sailing Club	\$1,450	Parramatta City Council	\$25,000
Marist Youth Care Ltd	\$56,685	Parramatta District Mens Shed	\$25,000
Maroubra RSL Memorial Bowling Club Co-Op Ltd	\$33,400	Parramatta Holroyd Family Support Inc.	\$55,800
Marrar Public School P&C Assoc.	\$7,000		

Paterson Historical Society Inc.	\$11,090	St George Mens Shed	\$15,050
Pathways Early Childhood Intervention Inc.	\$20,000	St John Ambulance Australia (NSW)	\$7,000
Peak Hill Pastoral Agricultural and Horticultural	\$15,836	St Johns Park Public School P&C	\$20,000
Pennant Hills High School P&C Assoc.	\$20,000	St John's PreschoolAshfield Inc.	\$30,000
Penrith City Council	\$15,634	St Marys Rydalmere Oshc Inc.	\$11,258
Penrith District Cricket Club Inc.	\$25,000	St Patricks Sutherland Cricket Club Inc.	\$15,000
Perthville Development Group Inc.	\$9,400	St Nicholas Antiochian Orthodox Church	\$32,700
Picton Tennis Club Inc.	\$9,000	State Mine Heritage Park & Railway	\$5,000
Pitwatter High School Parents & Citizens Assoc.	\$105,000	Stockton Bowling Club Co-Op Ltd	\$2,635
Playgroup NSW Inc.	\$43,000	Strathfield Croquet Club	\$2,500
Polish Assoc. of Cabramatta Inc.	\$9,000	Strathfield Recreation Club Ltd	\$48,500
Port Kembla Soccer Club Inc.	\$26,300	STS Michael and Gabriel Antiochian Orthodox Church	\$40,000
Port Macquarie Hastings U3A Inc.	\$20,000	Stuarts Point Mens Shed Inc.	\$5,205
Port Macquarie Rotary Clubs Community Centre Inc.	\$19,000	Sunnyfield	\$49,066
Port Stephens Community Arts Centre	\$6,840	Sussex Inlet RSL Sub Branch	\$10,000
Possums Corner Childcare Centre	\$4,320	Tallimba Public Hall	\$11,259
Possums' Den Coffs Harbour Inc.	\$18,000	Tamworth Community College	\$28,045
Putney Public School P&C Assoc.	\$7,500	Tamworth Regional Council	\$4,729
Putty Community Assoc. Inc.	\$12,900	Tanilba Bay Senior Citizens Assoc.	\$800
Quirindi PreschoolKindergarten Inc.	\$10,000	Taree Croquet Club Inc.	\$9,000
Quirindi Village Miniature Railway Inc.	\$5,000	Technical Aid to the Disabled-Hunter Region Branch	\$3,000
Randwick Public School P&C Assoc.	\$65,000	Temora and Districts Visual Arts Community	\$4,895
Rathmines Tennis Club Inc.	\$30,000	Tenterfield and District Tennis Assoc.	\$36,590
Redeemer Baptist Services	\$47,443	Teralba Amateur Sailing Club	\$8,000
Redhead Surf Life Saving Club	\$30,430	Terrigal BMX Club	\$34,784
Regional Youth Support Services	\$17,323	The Benevolent Society	\$20,000
Resourceful Australian Indian Network Inc.	\$15,000	The Berrima Court House Trust	\$9,500
Riding For The Disabled Assoc. (NSW) Illawarra Centre	\$6,640	The Broken Hill Football League Ltd	\$22,072
Ronald McDonald House Newcastle	\$30,000	The Camden Show Society Inc.	\$13,000
Rotary Club of Orange Inc.	\$15,000	The Deli Women and Childrens Centre Inc.	\$9,781
Rotary Club of Port Macquarie Sunrise	\$29,616	The Entrance Leagues Club Ltd	\$25,652
Rozelle Child Care Centre	\$30,000	The Hills Mens Shed	\$6,000
RSL Lifecare	\$33,608	The Hills Shire Council	\$25,000
Russian Orthodox Church (NSW) Property Trust	\$11,647	The Karinya Assoc.	\$20,000
Salamander Child Care Centre	\$15,900	The Legacy Club of Armidale Inc.	\$10,000
Samaritans Foundation	\$20,000	The Legacy Club of Goulburn Inc.	\$5,000
San Remo Community Environment Projects Inc.	\$13,206	The Mechanics Institute of Nelligen Inc.	\$1,298
Sawtell Croquet Club Inc.	\$4,400	The Middle Harbour 16ft Skiff Sailing Club	\$10,000
Sawtell Tennis Club Inc.	\$20,650	The Players Theatre Inc.	\$5,605
Schizophrenia Fellowship of NSW Inc.	\$10,269	The Presbyterian Church New South Wales Property Trust	\$5,250
Shellharbour City RLFC Inc.	\$25,000	The Station Ltd	\$17,600
Shire Wide Youth Services Inc.	\$20,000	The Ted Noffs Foundation Inc.	\$4,930
Shoalhaven City Council	\$1,059	The Toukley & District Senior Citizens Club Inc.	\$19,010
Shortland Wetlands Centre Ltd	\$10,000	The Trustee For Dooralong Community Reserve Trust	\$8,394
Sids & Kids Hunter Region	\$20,000	The Upper Orara Public Hall Inc.	\$10,900
Sikh Mission Centre Sydney Inc.	\$20,000	The Yarn Market Assoc. Ltd	\$6,850
Silverdale Volunteer Rural Fire Brigade	\$18,500	Tilligerry Mens Shed Inc.	\$37,080
Sing Australia Sutherland	\$1,200	Tri Community Exchange	\$10,288
Singleton Historical Society and Museum Inc.	\$10,000	Trundle Mens Shed	\$14,927
Singleton Mens Shed Assoc. Inc.	\$17,200	Trustees of Church Property for the Diocese of Newcastle	\$30,000
Sir Roden and Lady Cutler Foundation Inc.	\$50,000	Tulgeen Group	\$10,000
Snowy River Mens Shed Inc.	\$6,500	Tullamore Inc.	\$20,000
Soldiers Beach Surf Life Saving Club Inc.	\$13,645	Tumbarumba Campdraft Club Inc.	\$23,290
South East Equestrian Club Inc.	\$44,872	Tuross Head Progress Assoc. Inc.	\$9,000
Southern Community Welfare Inc.	\$18,000	Tuross Head Tennis Club Inc.	\$20,000
Southlake Community Services Inc.	\$20,000	Tweed Valley Woodcrafters Assoc. Inc.	\$15,000
St Bernadettes Primary School Dundas Valley	\$14,300	UCA Lifeline Midcoast NSW	\$11,800
St Clair Junior Australian Football Club Inc.	\$20,000	Umina Tennis and Sporting Club Inc.	\$14,544
St Elias Antiochian Orthodox Church Parish Assoc.	\$10,000	Uniting Church In Australia Epping	\$15,000
St Elias Melkite Catholic Church	\$25,000	Upper Hunter Shire Council	\$9,000



Upper Lachlan Shire Council	\$30,000
Urunga Football Club Inc.	\$35,432
Urunga Neighbourhood Centre Inc.	\$15,390
Valla Beach Tennis Club Inc.	\$3,600
Valley Industries Ltd	\$3,394
Waaringah Bowling Club	\$8,000
Walcha Council	\$10,000
Walcha Golf Club	\$9,821
Wallamba Community Group	\$1,000
Wallsend Community Preschool	\$8,000
Wallsend Touch Assoc.	\$25,000
Warren Shire Council	\$40,000
Warrimoo Rural Fire Brigade	\$14,600
Warringah Council	\$30,000
Wauchope Patchwork Quilters Inc.	\$9,150
Welaregang Country Golf Club Inc.	\$4,350
Werris Creek Community Shed Inc.	\$58,216
Western Suburbs Lawn Tennis Assoc. Ltd	\$4,230
Western Sydney Woodturners Inc.	\$3,891
Westmead Before and After School Centre	\$25,000
Westmead Public School P&C Assoc.	\$25,000
Weston Workers Bears Football Club	\$17,500
Westside Tennis Club Inc.	\$8,118
Willoughby Girls High School Parents & Citizens Assoc.	\$50,104
Willoughby Public School P&C	\$30,214
Windale Junior Rugby League Football Club	\$6,300
Windgap Foundation Ltd	\$28,000
Windsor Bowling Club Co-Operative Ltd	\$12,500
Winmalee and District Preschool Kindergarten Inc.	\$46,270
Wollongbar Community Preschool Inc.	\$20,000
Wollongong Womens Refuge	\$6,400
Woolooware Public School P&C Assoc.	\$25,000
Woonona Football Club Inc.	\$18,000
Wyong Chamber of Commerce Inc.	\$29,250
Yarramundi Rural Fire Brigade	\$30,000
Zac's Place Inc.	\$29,000
<b>Total paid in 2012/13</b>	<b>\$8,887,664</b>

## Community languages grants

Supporting out-of-school programs for school-aged students to maintain and develop their background or heritage language.

Academy of Chinese Culture Inc.	\$2,500
Afghan Australian Noor Assoc. Inc.	\$37,393
Afghan Community Support Assoc. of NSW Inc.	\$15,469
Akkademja Maltija Ta' New South Wales Inc.	\$2,314
Al Bayan School Inc.	\$13,642
Al Sadiq Inc.	\$22,533
Al-Aqsa Inc.	\$43,604
Al-Bayan Institute Inc.	\$2,500
Alhabib Arabic School Inc.	\$29,963
Alminia Charitable Assoc. Ltd	\$6,699
Ambassadors Multicultural Mission International Assoc. Inc.	\$44,579
Amistad Latina School of Spanish Inc.	\$3,289
Andisheh Persian School Inc.	\$6,212
Anglican Church Diocese of Sydney - St James Anglican Church Minto	\$3,532
Arabic Australian Education Centre Inc.	\$21,071
Arabic Education Society Inc.	\$5,725

Ariana Afghan School Inc.	\$4,994
Armenian General Benevolent Union Ltd	\$4,994
Artarmon Muslim Community Assoc. Inc.	\$2,500
Ashabul Kahfi Language School Inc.	\$28,501
Asiana Centre Assoc.	\$13,520
Association for Brazilian Bilingual Children's Development Inc.	\$5,237
Association of Bhanin El-Minieh Australian Arabic Community Welfare Centre Inc.	\$19,001
Association of Illawarra Community Languages Schools Inc.	\$177,108
Assyrian Australian Assoc.	\$19,975
Assyrian's Nation Assoc. Inc.	\$8,404
Auburn Arabic School Inc.	\$31,059
Auburn Ataturk Primary School Inc.	\$27,405
Australia China Culture and Education Exchange Centre Pty Ltd	\$31,818
Australia Korean School Inc.	\$16,808
Australian Arabic Assoc. of Western Sydney Inc.	\$2,500
Australian Assoc. of All Nationalities of China Inc.	\$11,449
Australian Beirut Charitable Assoc. Inc.	\$47,137
Australian Chinese and Descendants Mutual Assoc. Inc.	\$38,732
Australian Chinese Community Association of NSW Inc.	\$23,629
Australian Chinese School Inc.	\$9,866
Australian Confucius Mencius Morality Society Inc.	\$4,872
Australian Council for the Promotion of Chinese Language and Culture Inc.	\$48,720
Australian Council of Women Affairs Inc.	\$3,167
Australian Ethiopian Community Good Family Welfare Inc.	\$2,801
Australian Hassanain Youth Assoc.	\$19,244
Australian Hindu Multicultural Assoc. Inc.	\$4,872
Australian Islamic Mission Inc.	\$21,680
Australian School of Arabic Inc.	\$7,917
Australian Serbian Illawarra Welfare Assoc. Inc.	\$6,212
Australian Serbian Language Centre Inc.	\$2,500
Australian Sikh Assoc. Inc.	\$18,148
Australian Taiwanese Friendship Assoc. Inc.	\$14,616
BACPA Inc.	\$5,359
Balar Malar Tamil Educational Assoc. Inc.	\$23,751
Bangladesh Association of NSW Inc.	\$9,866
Bangladesh Society of Sydney Inc.	\$8,039
Bantal Pulaar	\$4,628
Bexley Chinese Congregational Church Language School Inc.	\$9,257
Bodhi Vietnamese Language School Inc.	\$12,058
Bonnyrigg School of Turkish Language and Culture	\$4,994
Bosnian Ethic School Inc.	\$1,949
Buddharangsee Thai Community Language School Inc.	\$8,770
Bulgarian Cultural and Social Assoc.	\$4,019
Cabramatta West Spanish School Inc.	\$2,923
Cambodian-Australian Welfare Council of NSW Inc.	\$11,084
Campbelltown Bangla School Inc.	\$9,013
Campsie Cultural Centre Inc.	\$4,507
Carlingford Chinese Language School Inc.	\$6,334
Central Council of Croatian Ethnic Schools of NSW Inc.	\$22,533
Chanh Phap Vietnamese Buddhist Youth Assoc. of NSW Inc.	\$4,750
Cherrybrook Chinese Community Assoc. Inc.	\$11,936
Chinese Australian Services Society Co-operative Ltd	\$33,495
Chinese Catholic Community Inc.	\$20,097
Chinese Language and Literature Assoc. Inc.	\$2,680
Clemton Park School Chinese Language and Culture Association Schools in Australia Inc.	\$5,603
Co.As.It Italian Assoc. of Assistance	\$53,592

Co-As-It Italian Association of Assistance	\$380,735	Hungarian School Flemington Inc.	\$4,750
Community Education and Services Centre Inc.	\$7,430	Hunter Parents and Teachers Association of Community Language Schools Inc.	\$118,825
Congregational Christian Church in Samoa Inc.	\$13,885	Huyen Quang Buddhist Youth Assoc. Inc.	\$7,552
Cook Islands School of Languages, Culture and Arts	\$5,116	Illawarra Islamic Social Assoc. Inc.	\$5,846
Czech and Slovak School of Sydney	\$3,776	Imam Ali Arabic School Inc.	\$30,937
Darr Al Nour Inc.	\$17,905	Indo-Aust Bal Bharathi Vidyalaya - Hindi School Inc.	\$10,648
Datong Chinese School Granville Inc.	\$30,572	Indonesian-Australian Families Association of NSW Inc.	\$2,500
Datong Chinese School Inc.	\$42,630	International Buddhist Association of Australia Inc.	\$5,725
Der-Huy Chinese School Inc.	\$12,180	International Youth Fellowship Inc.	\$2,314
Deutscher Schulverein Sydney German Saturday School Inc.	\$9,622	Iranian Educational and Cultural Centre Inc.	\$7,186
Dinka Literacy Assoc. Inc.	\$4,628	Islamic Charity Projects Assoc. Inc.	\$54,201
Disciples Church Joyful Korean Language School	\$2,500	Islamic Women's Welfare Assoc. Inc.	\$24,969
Dundas Chinese School Inc.	\$4,507	Japan Club of Sydney Inc.	\$25,456
Eastern Suburbs Russian School Inc.	\$4,385	Japan Foundation Sydney	\$31,818
Eastwood Tamil Study Centre Inc.	\$4,263	Japanese Sunday School Inc.	\$10,231
Escuela Latinoamericana Central Oeste (Latin American School of the Inner West) Inc.	\$1,827	Kateb Hazara Assoc. Inc.	\$2,500
Fairfield Heights Vietnamese Parent Committee Inc.	\$5,359	Khmer Adventist Language School Assoc. Inc.	\$7,186
Federation of the Congolese Council of Australia Inc.	\$2,436	Korean Catholic Language School Inc.	\$35,566
First Serbian Orthodox Church St Sava	\$4,628	Korean Central Presbyterian Church Inc.	\$15,103
Free Serbian Orthodox Church St George Cabramatta	\$14,494	Korean Chaplaincy of Diocese of Parramatta	\$7,673
GDPT Bo De Minh Quang - The Vietnamese Buddhist Youth Inc.	\$12,424	Kurdish Community Centre - Sydney Inc.	\$2,500
Goethe-Institute	\$31,818	Lakemba Bangladesh School Inc.	\$6,699
Goulburn Chinese Language School	\$1,583	Lao Community Advancement NSW Cooperative Ltd	\$9,013
Grace Chinese Christian Church Ltd	\$12,180	Lebanese Arabic School Inc.	\$87,331
Greek Community of Mascot and District Inc.	\$6,455	Lebanese Moslem Assoc.	\$121,191
Greek Orthodox Archdiocese of Australia	\$52,496	Lindfield Korean School Inc.	\$18,270
Greek Orthodox Church and Community of Bankstown and District St Euphemia Ltd	\$11,084	Liverpool Polish Saturday School Inc.	\$6,455
Greek Orthodox Church and Community of Leichhardt and District of St Gerasimos Ltd	\$15,712	Looyce Armenian School Inc.	\$3,898
Greek Orthodox Church and Society of the City of Greater Wollongong	\$3,654	Maan - Malay Australian Assoc. of NSW Inc.	\$1,218
Greek Orthodox Community of Albury and District Inc.	\$1,218	Macedonian School Council of NSW Inc.	\$12,302
Greek Orthodox Community of NSW Ltd	\$66,137	Maltese Community Council of NSW Inc.	\$4,019
Greek Orthodox Community of NSW Ltd	\$31,818	Mandaeen Language Schools Inc.	\$2,500
Greek Orthodox Parish and Community of Belmore and Districts All Saints Ltd	\$7,064	Maroubra Chinese School Inc.	\$8,770
Greek Orthodox Parish and Community of Burwood and District Saint Nectarios Ltd	\$9,257	Maroubra Russian School Inc.	\$3,532
Greek Orthodox Parish of Northern and Western Suburbs	\$12,667	Marrickville West Turkish School Inc.	\$5,359
Greek Orthodox Parish of St George Rose Bay	\$4,994	Matraville Saturday Turkish Ethnic School Inc.	\$3,167
Greek Orthodox Parish of St Nicholas Marrickville	\$9,135	Ming-Der Chinese School Inc.	\$68,208
Greek Orthodox Parish South East Sydney	\$11,815	Minghui School Inc.	\$4,628
Greek Sunday School of Canterbury and Surrounding Districts Inc.	\$2,680	Nepean Turkish School Inc.	\$4,872
Hamazkaine Armenian Educational and Cultural Society Regional Committee Inc.	\$31,790	Newcastle Tamil Sangam Inc.	\$853
Hanaro Korean School Inc.	\$4,628	North Shore Japanese School Inc.	\$3,898
Happy Chinese Language Assoc. Inc.	\$7,673	NSW Board of Jewish Education <sup>1</sup>	\$18,865
Hellenic Centre for Language and Culture of Australia Inc.	\$18,757	NSW Federation of Community Language Schools Inc.	\$108,778
Hellenic Orthodox Community of Kingsgrove Bexley North Beverley Hills and Districts Ltd	\$19,123	NSW Indo-China Chinese Assoc. Inc.	\$59,926
Hellenic Orthodox Community of Parramatta and Districts	\$3,410	NSW Japanese School Inc.	\$9,135
Hellenic Orthodox Parish and Community of Blacktown and Districts Ltd	\$7,308	NSW Turkish Educational and Cultural Assoc. Inc.	\$10,840
Hornsby Chinese Education Centre Inc.	\$8,648	NSW Umit Uighur Language School Inc.	\$1,949
Hornsby Chinese Language and Culture School Inc.	\$17,661	Parramatta Hanguel School Inc.	\$4,750
Hornsby Japanese School Inc.	\$2,500	Parramatta Persian Primary and High School Inc.	\$3,045
Hua Xia Chinese Culture School Inc.	\$2,500	Pei Ji Chinese School Inc.	\$14,251
		Phap Bao Buddhist Youth Language School Inc.	\$8,161
		Philippine Language and Cultural Association of Australia Inc.	\$1,827
		Polish Educational Society in NSW Inc.	\$9,866
		Polish School of Sydney Inc.	\$3,776
		Portuguese Community Schools of Sydney Inc.	\$9,988
		Portuguese ESAA Inc.	\$5,237
		Presbyterian Church (NSW) Property Trust	\$12,058

<sup>1</sup> Note: Includes two grants transactions in 2012/13.

Preserving the Arabic Language in Australia Inc.	\$8,526
Qing Hua Chinese Language School Inc.	\$95,857
Queanbeyan Community Chinese Language School	\$1,218
Sabdama - Nepalese Language School	\$3,045
Sabian Mandaean Association in Australia Ltd	\$7,917
Saint George School of Russian Assoc. Inc.	\$2,500
Sanatan Religious and Cultural Assoc. Inc. (NSW)	\$12,667
School of Vedic Sciences Inc.	\$8,699
Sikh Khalsa Mission Inc.	\$4,141
Sikh Mission Centre Sydney Inc.	\$3,167
Sinhalese Cultural Forum of NSW Australia Inc.	\$23,264
Somang Korean Language School Inc.	\$4,750
South Coast Portuguese Assoc. Ltd	\$2,801
South West Sydney Children's Chinese School Assoc. Inc.	\$3,654
St Alexander Nevsky Russian Orthodox School	\$6,090
St Alexander Nevsky Russian School Inc.	\$16,808
St Andrew Bogolubsky Russian Ethnic School	\$4,019
St Andrews Ukrainian Ethnic School	\$5,725
St Charbel's Ethnic School	\$8,282
St George Spanish School Inc.	\$1,949
St Lazarus Serbian Orthodox Church and School Community in Sydney	\$16,687
St Nicholas Antiochian Orthodox Church	\$10,597
St Nicholas School of Russian Assoc. Inc.	\$6,212
St Raphael's Greek Orthodox Parish of Liverpool and District Ltd	\$9,866
St Sava Serbian Orthodox Church School (Flemington)	\$2,500
St Seraphim Russian Community School Hornsby Inc.	\$2,500
St Thomas the Apostle Chaldean Catholic Church	\$23,995
Sunshine Chinese School Inc.	\$6,455
Sutherland Shire Chinese Language School Inc.	\$7,917
Swedish School In Sydney Inc.	\$14,007
Sydney Chinese Cultural and Language School Inc.	\$3,776
Sydney Chinese School Inc.	\$53,957
Sydney Full Gospel Church Properties Inc.	\$30,085
Sydney Juan Church Language School	\$2,071
Sydney Korean Church Korean Language School Inc.	\$2,500
Sydney Korean Uniting Church	\$7,795
Sydney Latvian Society Ltd	\$2,071
Sydney Sae Soon Presbyterian Church Inc.	\$32,764
Sydney Saturday School of Japanese Inc.	\$34,348
Sydney Suomi-Koulu Sydney Finnish School Inc.	\$4,750
Sydney Yu Cai Chinese Language School Inc.	\$61,509
Tamil Civic Centre (TCC) Inc.	\$5,237
Tamil Study Centre Homebush Inc.	\$31,303
Telugu Assoc. Inc.	\$1,462
Teng Fei Chinese Language Institute Inc.	\$9,500
Thai Education Centre of Australia Inc.	\$4,507
Thamil Study Centre Mt Druitt Inc.	\$8,526
The Hills Chinese School Inc.	\$11,936
Timor Chinese Assoc. of NSW Inc.	\$8,282
Tripoli and Mena Assoc. Ltd	\$15,712
Trustees of the Roman Catholic Church for the Diocese of Saint Maroun Sydney	\$32,585
Tue Thanh (Viet Tu) Alumni Assoc. Australia Inc.	\$6,577
Tzu-Chi Academy Australia Inc.	\$11,206
United Ethnic Education Centre Inc.	\$6,455
United Muslim Womens Assoc. Inc.	\$22,289
Uruguay School of Spanish Language Inc.	\$4,507
Van Lang Vietnamese School Parents Assoc. Inc.	\$6,334

Victory Mandarin School Assoc. Inc.	\$5,237
Vietnamese Community in Wollongong Inc.	\$5,603
Vietnamese Cultural Schools Assoc. Inc.	\$251,152
Vietnamese Parents and Citizens Assoc. Inc.	\$80,266
Vietnamese Parents Committee Green Valley Inc.	\$36,784
Vinh Khang Chinese School Inc.	\$30,206
Vishva Hindu Parishad of Australia Inc.	\$18,148
Wentworthville Tamil Study Centre Inc.	\$49,451
Western Sydney Chinese School Inc.	\$10,597
Western Sydney Somaliland Community Inc.	\$2,500
Western Sydney Urdu School Inc.	\$5,481
Woo Ri Full Gospel Church Inc.	\$8,891
Yagoona Arabic School Inc.	\$15,103
<b>Total paid in 2012/13</b>	<b>\$4,562,113</b>

## Community war memorial grants

Restoring and conserving important memorials in the lead up to WWI commemorations.

First 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	\$5,005
Emmaville RSL Sub-branch	\$10,000
Gloucester RSL Sub-branch	\$10,000
Gordon Falls Bushcare	\$12,500
Menangle Anglican Parish – St James Anglican Church	\$10,000
National Servicemen's Assoc. (Eastern Suburbs)	\$1,320
National Servicemen's Assoc.	\$4,005
North West Vietnam Veterans' Social Group	\$650
St Philip's Anglican Church Eastwood	\$6,250
<b>Total paid in 2012/13</b>	<b>\$ 93,885</b>
Second round	
Austinmer RSL Sub-branch	\$10,000
Blue Mountains City Council	\$19,984
Cardiff RSL Sub-branch	\$10,000
Fairfield RSL Sub-branch	\$10,000
Lithgow RSL Sub-branch	\$ 8,336
NSW Lancers Memorial Museum Parramatta <sup>1</sup>	\$9,956
Penrith City Council	\$10,000
Port Stephens Electorate	\$10,000
The Rock RSL Sub-branch	\$4,780
Warilla RSL Sub-branch	\$10,000
<b>Total paid in 2012/13</b>	<b>\$103,056</b>

<sup>1</sup> Includes two grants transactions in 2012/13.

## Cultural events and NAIDOC Week

Supporting Aboriginal cultural events and NAIDOC celebrations.

Aboriginal Health Chronic Care	\$300
Anaiwan Local Aboriginal Land Council (Inverell)	\$500
Armajun Aboriginal Health Service (Inverell)	\$500
Armidale Dumaresq Council	\$1,000
Ashford Local Aboriginal Land Council	\$500
Babana Aboriginal Men's Group	\$500

Bahtahbah Local Aboriginal Land Council	\$500
Barnardos South Coast	\$511
Bega Local Aboriginal Land Council	\$1,800
Best Employment	\$1,000
Best Employment	\$500
Biraban Local Aboriginal Land Council	\$1,500
Biripi Aboriginal Corporation Medical Centre	\$1,500
Birpai Local Aboriginal Land Council	\$2,500
Blue Mountains Aboriginal Culture and Resource Centre	\$1,150
Bogan Aboriginal Corporation	\$600
Burrunju Indigenous Community Links	\$1,000
Butucarbin Aboriginal Corporation	\$665
Camden Council	\$665
Cascade Environmental Education Centre	\$1,000
Cobar Mobile Children's Services	\$826
Coomealla High School	\$1,500
Coonabarabran Local Aboriginal Land Council	\$1,000
Corindi Public School	\$1,000
Corrective Services NSW (Kempsey Gaol)	\$2,400
Corrective Services NSW, Lithgow Correctional Centre	\$1,000
Department of Corrective Services South Coast Correctional Centre	\$1,000
Gadigal Information Service - Yabun Festival 2013 Victoria Park Sydney	\$20,000
Goulbourn Correctional Centre	\$1,300
Grafton Public School & Baryulgil Public School	\$1,000
Great Lakes Community Resources	\$1,500
Gurehlgam Corporation Ltd	\$2,000
Guriwal Aboriginal Corp.	\$1,125
Guyra Local Aboriginal Land Council	\$500
Induna Education & Training Unit (Acmena)	\$600
Karabi Community & Development Services	\$665
Karuah Local Aboriginal Land Council	\$1,000
KEJ Tribal Elders Aboriginal Assoc.	\$1,200
Kurachee Cooperative	\$2,500
Kurranulla Aboriginal Corp.	\$665
Macksville High School	\$1,000
Maitland Neighbourhood Centre	\$500
Menindee Local Aboriginal Land Council	\$1,000
Mingaan Wiradjuri Aboriginal Corp.	\$1,500
Moree Plains Shire Council (Boggabilla)	\$500
Muloobinba Aboriginal Corporation	\$2,000
Nambucca Heads Primary School	\$1,000
National Centre of Indigenous Excellence Ltd	\$1,200
Ngarru Mayin Elders Aboriginal Corp.	\$500
Nowra Local Aboriginal Land Council	\$700
Nungaroo Local Aboriginal Land Council	\$500
Orange Local Aboriginal Land Council	\$2,000
Parkes & District Neighbourhood & Community Information Centre Inc. <sup>1</sup>	\$1,500
Queanbeyan High School	\$1,100
Red Ochre Events - Red OCHRE Festival	\$10,000
Saltwater Freshwater Arts Alliance - Saltwater Freshwater Festival	\$10,000
SEARMS Aboriginal Corporation	\$2,400
SHINE for Kids	\$1,000
SHINE for Kids	\$300
South Coast Medical Service Aboriginal Corp.	\$2,000
South Grafton High School	\$1,000
St Francis De Sales Regional College	\$500
Tabulam Public School	\$1,000

TAFE NSW <sup>2</sup>	\$900
Tamworth Regional Council - Aboriginal Cultural Showcase (Country Music Festival 2013)	\$10,000
Tamworth Regional Council	\$500
The Rock Central School	\$1,500
Thiyama-Li Family Violence Service Inc.	\$1,310
Toomelah Public School <sup>3</sup>	\$750
Toormina High School	\$1,000
Tots on Temoin	\$600
Wagga Wagga City Council	\$3,500
Walhallow Aboriginal Corporation	\$1,000
Walla Mulla Family and Community Support	\$1,200
Wee Waa Local Aboriginal Land Council	\$750
Wellington Public School	\$1,000
Woodville Community Services Inc.	\$1,000
Woolgoolga High School	\$1,000
Worimi Local Aboriginal Land Council	\$1,500
Yalbillinga Boori Day Care Centre	\$500
Yamanda Aboriginal Association Inc.	\$1,500
Yamba Public School	\$1,000
Yarkuwa Indigenous Knowledge Centre Aboriginal Corp.	\$1,500
Youth Off The Streets	\$665
<b>Total paid in 2012/13</b>	<b>\$136,847</b>

<sup>1</sup> On behalf of Parkes Aboriginal Community Working Party.

<sup>2</sup> On behalf of Shoalhaven Celebration of NAIDOC Arts and Culture Committee.

<sup>3</sup> On behalf of Toomelah Public School Aboriginal Education Consultative Group (AECG).

## Early childhood education and care grants

Providing support for preschools, long day care, vacation care, occasional care, early childhood services, sector development and support for children with additional needs.

Abbotsford Community Centre Inc.	\$7,511
Abbotsford Long Day Care Centre Inc.	\$35,254
Abercrombie Street Child Care Ltd	\$46,505
Aberdare Pre-School Inc.	\$248,381
Aberdeen Pre-School	\$226,373
Adamstown Child Care Centre Inc.	\$36,079
Adelong Pre-School Inc.	\$188,562
Adventureland Pre-School Inc.	\$157,590
Albury Occasional Childcare and Early Learning Centre Assoc Inc.	\$83,027
Albury Pre-School Inc.	\$319,093
Alcheringa Pre-School Assoc. Inc.	\$293,698
All Saints Pre-School Albion Park Inc.	\$180,965
Alstonville Baptist Church	\$193,070
Amigoss Co-operative Ltd	\$22,088
Amy Hurd Early Learning Centre Inc.	\$31,579
Andalini Services Inc.	\$6,461
Anglican Church Property Trust of Canberra & Goulburn	\$376,070
ANGLICARE Canberra & Goulburn	\$325,269
Annandale North Out of School Hours Care Assoc.	\$9,498
Annette's Place Inc.	\$183,693
Anzac Village Pre-School Assoc. Inc.	\$239,710
Arabic Australian Child Care Centre	\$31,683
Arden Anglican Pre-School Kindergarten	\$82,028

Ariah Park Pre-School Assoc. Inc.	\$120,018
Armidale and Region Aboriginal Cultural Centre and Keeping Place Inc.	\$10,219
Armidale Community Pre-School Inc.	\$238,574
Armidale Montessori Pre-School Inc.	\$103,730
Armidale Toy Library Inc.	\$25,479
Arncliffe Pre-School Inc.	\$252,208
Arndu St Paul's Pre-School	\$190,615
Ashfield Baptist Childcare Inc.	\$17,321
Ashmont Pre-School Inc.	\$37,610
Auburn City Council	\$48,879
Austral Community Pre-School Inc.	\$196,560
Australian Turkish & Kurdish Community Services Co-operative Ltd	\$41,690
Auswide Services Ltd	\$21,076
Avalon School Parents & Citizens Assoc. Inc.	\$12,262
Awabakal Newcastle Aboriginal Co-operative Ltd	\$347,109
Bain Park Community Pre-School Inc.	\$30,695
Ballina Fox Street Pre-School Inc.	\$261,899
Ballina River Street Children's Centre Inc.	\$300,796
Balmain Children's Centre Ltd	\$41,857
Balmain East Out of School Care Inc.	\$6,476
Balranald Early Learning Centre Inc.	\$37,487
Bambi Kindergarten Assoc. Inc.	\$244,063
Bangalow Community Children's Centre Inc.	\$56,263
Bankstown Community Resource Group Inc.	\$217,633
Bankstown Montessori Assoc. Inc.	\$127,728
Baptist Community Services - NSW & ACT	\$215,901
Baradine Pre-School Inc.	\$107,972
Barham Pre-School Assoc. Inc.	\$206,564
Barnardos Australia	\$48,785
Barraba Pre-School Inc.	\$163,371
Bathurst Regional Council	\$74,221
Batlow Apple Tree Learning Centre Co-operative Ltd	\$29,575
Baulkham Hills Before & After and Vacation Care	\$16,833
Baulkham Hills Preschool Kindergarten Inc.	\$157,103
Beacon Hill Community Kindergarten Assoc Ltd	\$154,576
Bega Pre School Assoc. Inc.	\$382,018
Bega Valley Shire Council	\$556,080
Bellbird Pre-School Inc.	\$150,093
Bellingen Pre-School Inc.	\$247,715
Belmont North Pre-School Inc.	\$190,056
Bendemeer Pre-School Inc.	\$42,140
Bentley Community Pre-School Inc.	\$67,804
Berala Jack & Jill Pre-School Kindergarten Inc.	\$313,885
Beresfield Community Children's Education Centre	\$44,345
Berkeley Vale Neighbourhood Centre Inc.	\$12,299
Berkeley Vale Pre-School Kindergarten Inc.	\$324,673
Bermagui Pre-School Co-operative Society Ltd	\$223,937
Berrigan Children's Centre Assoc. Inc.	\$26,737
Berry Community Pre-School Inc.	\$162,325
Betty Spears Child Care Centre Ltd	\$68,925
Bexley Jack & Jill Pre-School Inc.	\$218,697
BHCCA	\$39,892
Big Fat Smile	\$4,007,371
Bilambil Community Preschool & OOSH Inc.	\$133,062
Binnaway Pre-School	\$62,733
Binnowiee Kindergarten Co-operative Society Ltd	\$154,892
Biralee Pre-School Finley Inc.	\$222,302
Birralee Longday Care Centre Inc.	\$40,825

Birralee Multi-Functional Aboriginal Children's Service Aboriginal Corporation	\$33,859
Birubi Point Community Pre-School Inc.	\$149,869
Blackheath Area Neighbourhood Centre Inc.	\$5,633
Blackheath Kookaburra Kindergarten Inc.	\$178,073
Blacktown Anglican Child Care Centre Inc.	\$50,982
Blacktown Bunyip Inc.	\$154,894
Blacktown City Council	\$1,345,782
Blacktown South Children's Activities Centre Inc.	\$12,609
Bland Shire Council	\$498,194
Blaxland Pre-School Kindergarten	\$247,838
Blayney Pre-School Inc.	\$239,195
Bligh Park Community Services Inc.	\$15,255
Blinky Bill Portland Child Care Centre Inc.	\$138,517
Blue Gum Montessori Children's House Inc.	\$107,072
Blue Mountains Steiner Wattle Glow Preschool	\$88,837
Bolton Point Child Care Centre Inc.	\$36,648
Bombala Pre-School Inc.	\$140,305
Bondi Beach Cottage Inc.	\$74,494
Boolaroo/Speers Point Community Kindergarten Inc.	\$243,572
Boori Pre-School Aboriginal Corporation	\$121,465
Boorowa Pre-School Centre Inc.	\$175,224
Botany Family & Children's Centre Inc.	\$18,699
Bourke & District Children's Services Inc.	\$282,937
Bowraville Community Pre-School Inc.	\$162,394
Bradbury Pre-School Kindergarten Assoc. Inc.	\$368,660
Braidwood Pre-School Assoc. Inc.	\$133,192
Branxton Pre-School Inc.	\$400,254
Brayside Community Pre-School Inc.	\$303,561
Brewarrina Shire Council	\$16,351
Broken Hill Happy Day Pre-School Kindergarten Inc.	\$332,926
Bronte Activity Centre Inc.	\$9,255
Budgewoi/Halekulani Pre-School Kindergarten Inc.	\$245,798
Bulahdelah Pre-School Inc.	\$118,729
Bundarra Pre-School Kindergarten Assoc. Inc.	\$114,505
Bundeena/Maianbar Pre-School	\$116,641
Bundgeam Pre-School Inc.	\$64,894
Bungendore Pre-School Assoc. Inc.	\$200,662
Bunya Child Care Centre Inc.	\$34,525
Bunyip Pre-School Harden Inc.	\$119,938
Burren Junction Pre-School Assoc. Inc.	\$77,573
Burrumbuttock Pre-School Centre Inc.	\$101,724
Burwood Neighbourhood Child Care Co-operative Ltd	\$32,227
Byron Bay Pre-School Inc.	\$396,909
Byron Shire Council	\$71,175
Cabarita - Mortlake Pre-School Kindergarten Inc.	\$157,383
Cabramatta Community Centre Inc.	\$164,902
Calrossy Anglican School Board	\$161,199
Camden Community Connections Inc.	\$35,112
Camden Council	\$65,054
Camden Pre-School Kindergarten Co-operative Ltd	\$212,534
Cameragal Montessori School	\$126,929
Cammeray Children's Centre Inc.	\$14,391
Campbell Page Ltd	\$133,575
Campbell Street Children's Centre	\$46,081
Campbelltown City Council	\$541,745
Campbelltown Community Pre-School Inc.	\$260,191
Camperdown Child Care Centre	\$38,899
Canowindra Pre-School Kindergarten Inc.	\$237,541
Canterbury Children's Cottage	\$28,722

Canterbury City Council	\$255,636	Connect Child and Family Services Inc.	\$195,877
Canterbury Community Child Care Centre Inc.	\$225,787	Coogee Care Centre	\$4,332
Cardiff Community Pre-School Inc.	\$166,220	Coogee Synagogue Batory Kindergarten Inc.	\$71,544
Cardiff Early Education & Care Centre Inc.	\$43,498	Cooks Hill Community Pre-School Inc.	\$108,314
CareWest Inc.	\$2,186,307	Coolah Pre-School Kindergarten Inc.	\$173,775
Carinya Neighbourhood Children's Centre Inc.	\$87,700	Coolamon Pre-School Assoc. Inc.	\$174,864
Carlingford West Kindergarten Inc.	\$93,958	Coolamon Shire Council	\$68,863
Carlingford West OOSH Centre Inc.	\$16,833	Cooloon Children's Centre Inc.	\$34,263
Casino Baptist Church Christian Community Pre-School	\$280,919	Cooma Lambie Street Pre-School Assoc. Inc.	\$319,693
Castle Hill Pre-School Kindergarten Inc.	\$166,701	Cooma North Pre-School Assoc. Inc.	\$235,107
Caterpillar House Occasional Child Care Assoc. Inc.	\$85,854	Coonamble Children's Services Inc.	\$22,411
Catherine Field Pre-School Kindergarten Inc.	\$154,488	Coonamble Pre-School Assoc. Inc.	\$216,891
Catholic Education Office Diocese of Parramatta	\$826,134	Coonamble Shire Council	\$6,751
CatholicCare	\$63,447	Cooranbong Valley Community Pre-School Inc.	\$107,787
CatholicCare, Diocese of Broken Bay	\$685,187	Cootamundra Preschool Inc.	\$333,295
Cawongla Playhouse Inc.	\$138,873	Coowarra Out of School Hours Care Service Inc.	\$8,869
Centipede at Glebe School Inc.	\$24,649	Copmanhurst Pre-School	\$64,484
Central Shoalhaven Mobile Pre-School	\$300,515	Corowa Pre-School Assoc. Inc.	\$429,161
Central West Family Support Group Inc.	\$4,961	Country Women's Assoc. of NSW	\$266,336
Cessnock Multi Purpose Children's Centre Ltd	\$124,571	Coutts Crossing Pre-School Inc.	\$103,095
Charles Sturt University	\$234,293	Cowra Early Childhood Services Co-operative Ltd	\$388,571
Charlestown Child Care & Early Learning Centre	\$33,265	Cranbrook School	\$207,317
Chatswood Occasional Child Care Centre Inc.	\$63,721	Cranebrook Community Pre-School Inc.	\$219,433
Cherrybrook Community Pre-School Inc.	\$106,049	Creating Links Co-operative Ltd	\$11,172
Chester Hill Neighbourhood Centre Inc.	\$17,721	Crescent Head Community Pre-School Inc.	\$142,687
Child and Family Services Wyong Shire Inc.	\$51,175	Cringila Children's House	\$26,560
Children's Services Community Management	\$427,577	Cringila Community Co-operative	\$207,011
Chillingham and Tyalgum Community Pre-School Inc.	\$143,626	Cronulla Pre-School Kindergarten Assoc. Inc.	\$248,114
Chinese Australian Services Society Ltd	\$48,075	Crookwell Neighbourhood Centre Inc.	\$108,131
Christ Church Gladesville Pre-School Kindergarten Inc.	\$254,205	Cudal Community Children's Centre	\$58,973
Christ Church St Ives Pre-School Inc.	\$124,490	Cuddlepier Early Childhood Learning Centre	\$37,119
Church of the Foursquare Gospel (Aust) Ltd	\$270,550	Culburra & Districts Pre-School Inc.	\$158,318
City of Albury Council	\$107,165	Culcairn Early Childhood Centre Inc.	\$149,299
City of Ryde Council	\$50,645	Cumnock Village Pre-School Inc.	\$69,684
City of Sydney Council	\$437,384	Currambena Pre-School	\$73,477
Clarence Valley Council	\$16,317	Dalaigur Pre-School & Children's Services Assoc. Inc.	\$573,672
Clovelly Child Care Centre Inc.	\$39,782	Darlington Aftercare Assoc. Inc.	\$9,240
Clovelly Out of School Care	\$8,406	Dawn Song Children's Centre Inc.	\$13,633
Clunes Community Pre-School Assoc. Inc.	\$164,376	Delegate & District Pre-School	\$37,506
Coastwide Child & Family Services Inc.	\$51,175	Deniliquin Children's Centre Inc.	\$632,449
Cobar Mobile Children's Services Inc.	\$260,841	Denman Children's Centre Assoc. Inc.	\$259,521
Cobar Pre-School Centre Assoc. Inc.	\$231,057	Disability South West Inc.	\$17,286
Cobargo Pre-School Inc.	\$160,165	Djanaba Neighbourhood Occasional Care Service	\$44,923
Coffs Harbour Pre-School Assoc. Inc.	\$270,618	Doonside Kindergarten Inc.	\$273,310
Coldstream Community Pre-School Inc.	\$211,911	Dorrigo Pre-School Assoc. Inc.	\$186,822
Coleambally Pre-School Kindergarten Inc.	\$170,908	Drummond Park Pre-School Assoc. Inc.	\$119,186
Collarenebri Pre-School Inc.	\$96,268	Drummoine Occasional Child Care Inc.	\$46,932
Collaroy Plateau Community Kindergarten Inc.	\$152,355	Drummoine Pre-School Kindergarten Inc.	\$149,220
Comboyne Community Pre-School Kindergarten Inc.	\$58,753	Dubbo & District Pre-School Kindergarten Inc.	\$581,431
Community Access Care Pair Inc.	\$79,714	Dubbo City Council	\$38,919
Community Activities Lake Macquarie Inc.	\$24,408	Dubbo Neighbourhood Centre Inc.	\$13,077
Community Child Care Co-operative Ltd	\$242,745	Dubbo West Pre-School Inc.	\$418,620
Community Connections Solutions Australia Inc.	\$55,500	Dunedoo Pre-School Kindergarten Inc.	\$254,757
Community First Step	\$272,009	Dungog Community Pre-School Kindergarten Inc.	\$209,871
Community Programs Inc.	\$277,172	Dunoon Pre-School Inc.	\$161,900
Como Pre-School Kindergarten Assoc. Inc.	\$182,630	Durrumbul Community Pre-School Assoc. Inc.	\$137,716
Concord Kindergarten Assoc. Inc.	\$152,097	Early Childhood Australia NSW Inc.	\$32,038
Concord Occasional Child Care Inc. (Concord Cubby)	\$49,132	East Lindfield Community Pre-School Inc.	\$173,295
Concord West-Rhodes Pre-School Inc.	\$150,890	East Lismore Community Pre-School Inc.	\$343,503
Condobolin Pre-School and Childcare Centre	\$201,037	East Maitland Pre-School Kindergarten Assoc. Inc.	\$438,930

East Willoughby Pre-School Inc.	\$67,488	Gorokan Pre-School Inc.	\$386,265
Eastern Suburbs Montessori Assoc. Ltd	\$114,886	Gosford City Council	\$260,297
Eastern Zone Gujaga Aboriginal Corporation	\$33,300	Gosford Cubbyhouse Occasional & Long Day Care Centre Inc.	\$34,549
Eastlake Community Child Care Inc.	\$41,976	Gosford Pre-School Inc.	\$232,660
Eastwood Occasional Child Care Centre Inc.	\$42,908	Goulburn Pre-School Assoc. Inc.	\$267,772
Eden Creek/Fairymount Pre-School Inc.	\$224,343	Goulding Hill Pre-School Inc.	\$173,126
Edgeworth Child Care Centre Inc.	\$35,820	Gowrie NSW	\$406,674
Edgeworth Community Pre-School	\$130,184	Granville Multicultural Community Centre Inc.	\$132,455
Elanora Heights Community Centre Pre-School	\$143,685	Grays Point Pre-School Kindergarten Assoc.	\$124,721
Elernore Vale Early Learning Centre Inc.	\$37,133	Great Lakes Children's Centre Inc.	\$153,118
Elizabeth Chifley Memorial Pre-School	\$247,047	Great Lakes Council	\$8,513
Elizabeth Macarthur Montessori Pre-School Assoc. Inc.	\$94,448	Greek Orthodox Archdiocese of Australia Consolidated Trust Greek Welfare Centre NSW	\$31,946
Elizabeth Street Extended Hours Pre-School Inc.	\$18,471	Greek Orthodox Community of NSW Ltd	\$48,181
Elonera Ltd	\$96,516	Green Hills Child Care Centre Inc.	\$35,958
Emanuel School	\$136,309	Greenacre Church of Christ	\$195,876
Emanuel Woollahra Preschool Inc.	\$153,316	Grenfell Pre-School & Long Day Care Centre Inc.	\$291,983
Emmerick Street Community Pre-School	\$66,840	Greta Community Pre-School Inc.	\$135,072
Engadine Church of Christ Pre-School Kindergarten Inc.	\$117,965	Griffith Child Care Centre Inc.	\$206,716
Engadine Pre-School Kindergarten Inc.	\$227,682	Griffith East Pre-School Inc.	\$392,688
Erina Baptist Community Care Ltd	\$29,725	Griffith Pre-School Kindergarten Inc.	\$270,859
Ermington West OOSH Care Inc.	\$10,266	Griffith Wiradjuri Aboriginal Pre-School Inc.	\$186,772
Ethnic Child Care Family & Community Services Co-op Ltd	\$46,188	Growing Potential Ltd	\$2,916,778
Eugowra Community Children's Centre Inc.	\$137,997	Gubi Gabun Children's Mobile Service Inc.	\$62,288
Eungai Pre-School Inc.	\$107,244	Gulgambone Pre-School	\$109,270
Eurobodalla Shire Council	\$5,633	Gulgong Pre-School Inc.	\$279,395
Euroka Children's Centre Inc.	\$36,159	Gulpa Pre-School Inc.	\$115,167
Euston Pre-School Assoc. Inc.	\$110,492	Gummaney Aboriginal Corporation	\$174,984
Evans Head Pre-School Assoc. Inc.	\$417,349	Gumnut Bowral Memorial Preschool Inc.	\$233,915
Fairfield City Council	\$1,931,015	Gumnut Community Pre-School	\$121,975
Fairfield Nursery School Inc.	\$32,955	Gumnut Cottage Inc.	\$34,904
Felton Street Early Learning Pre-School Inc.	\$248,947	Gundagai Neighbourhood Centre Inc.	\$7,724
Filipino Community Co-operative Ltd	\$26,274	Gundagai Pre-School Kindergarten Inc.	\$212,077
FLASCA Inc.	\$11,288	Gunnedah Baptist Child Care Assoc. Ltd	\$354,077
Forbes Child Care Centre Inc.	\$55,865	Gunnedah Family & Children's Service Inc.	\$31,036
Forbes Pre-School Kindergarten Co-op Ltd	\$366,119	Gunnedah Preschool Kindergarten Assoc. Inc.	\$437,049
Forest Hill Community Pre-School Inc.	\$134,113	Gunning & District Pre-School Inc.	\$26,970
Forest Hill Outside School Hours Care Inc.	\$11,432	Guyra Shire Council	\$28,824
Frederick Street Kindergarten Co-op Ltd	\$271,397	Gwydir Mobile Children's Services Inc.	\$253,585
G8 KP Pty Ltd	\$223,625	Gwydir Shire Council	\$161,279
Gainmara Birrilee Pre-School Assoc. Inc.	\$231,551	Gyndarna Pre-School	\$167,332
Galloping Gumnut Mobile Children's Services Van Inc.	\$190,434	Haberfield Baptist Church Preschool Ltd	\$179,387
Galloway Children's Centre Inc.	\$39,179	Hamilton Child Care Centre Inc.	\$27,250
Gamumbi Early Childhood Education Centre Inc.	\$34,415	Hamilton Community Pre-School Inc.	\$169,032
Ganmain Pied Piper Pre-School Inc.	\$70,482	Hampden Bridge Child Care Centre Inc.	\$35,570
Gilgandra Pre-School Inc.	\$430,768	Happy Days Kindergarten	\$171,506
Girrawong Pre-School Inc.	\$185,980	Harbord Kindergarten Inc.	\$237,750
Girrinbai Community Pre-School Inc.	\$243,022	Hastings Pre-School/Long Day Care Centre Inc.	\$32,936
Gladesville Occasional Child Care Centre Inc.	\$40,884	Hawkesbury City Council	\$157,856
Glen Innes Pre-School Assoc. Inc.	\$459,983	Hawkesbury Community Outreach Services Inc.	\$203,687
Glen Innes Severn Council	\$35,960	Hawkesbury Early Childhood Intervention Service Inc.	\$86,925
Glenbrook Pre-School Kindergarten Inc.	\$217,737	Hawkesbury River Child Care Inc.	\$40,390
Glendale Early Education Centre Inc.	\$35,181	Hay Mobile Children's Service Inc.	\$318,379
Glendore Child Care Centre Inc.	\$25,203	Hay Plains Child Care Centre Inc.	\$22,603
Glenorie Pre-School Assoc. Inc.	\$121,392	Hay Pre-School Kindergarten Inc.	\$201,436
Glenreagh Pre-School Inc.	\$100,508	Heathdene Community Services Inc.	\$242,246
Gloucester Pre-School Inc.	\$403,632	Henry Street Community Pre-School Assoc. Inc.	\$114,151
Golden Valley Children's Learning Centre Inc.	\$34,425	Henty Early Childhood Assoc. Inc.	\$203,772
Goodooga Pre-School Inc.	\$59,246	Hibiscus Children's Centre	\$127,522
Goonellabah Pre-School Inc.	\$248,590		
Gordon Community Preschool	\$244,682		

Highfields Preparatory & Kindergarten School Ltd	\$120,779	Kemblawarra Child & Family Centre Inc.	\$18,887
Hills Montessori Society	\$134,180	Kempsey Children's Services Co-operative Ltd	\$189,545
Hillston Billylids Inc.	\$27,214	Kempsey Respite Services Inc.	\$22,881
Hobartville Long Day Pre-School Inc.	\$35,622	Kenthurst Before & After School Care Inc.	\$16,726
Hobbit New England Pre-School & Child Care Centre Inc.	\$28,164	Kenthurst Pre-School Kindergarten Inc.	\$189,138
Holbrook Early Learning Centre	\$53,566	Kesser Torah College Ltd	\$137,060
Holroyd City Council	\$274,468	Keymer Child Care Centre Inc.	\$63,111
Holroyd/Parramatta Mobile Minders Inc.	\$115,439	Khancoban & District Children's Resource Centre	\$56,819
Holsworthy Long Day & Occasional Care Centre	\$31,209	Kiama Pre-School Inc.	\$357,445
Holsworthy Pre-School Parent's Assoc. Inc.	\$240,772	Kids Korner Combined Occasional Care Centre Inc.	\$34,149
Holy Family Services	\$8,762	Kids of the Castle Occasional Care Centre Inc.	\$53,242
Holy Trinity Pre-School (Beacon Hill) Inc.	\$106,011	Kidsafe NSW Inc.	\$90,117
Hornsby/Ku-ring-gai Montessori Society	\$20,038	Kidsnest - Crows Nest Occasional Care Inc.	\$31,051
Howlong Pre-School Assoc. Inc.	\$203,157	Killarney Vale Pre-School Kindergarten Inc.	\$253,772
Hunter Region Working Women's Group Ltd	\$45,380	Kinburra Pre-School Inc.	\$239,386
Hunter Valley Grammar School	\$212,291	Kindamindi Co-op Ltd	\$28,809
Hunters Hill Pre-School Inc.	\$185,742	Kindilan Early Childhood Centre Inc.	\$99,118
Hurstville City Council	\$214,436	King Street Community Pre-School East Maitland Inc.	\$176,403
Illawarra Aboriginal Corporation	\$139,439	Kingscliff Mini School Inc.	\$178,713
Illawarra Area Child Care Ltd	\$413,710	Kinma Ltd	\$96,764
Illawarra Association for Christian Parent Controlled Education Ltd	\$247,579	Koala Child Care Centre - Sutherland Hospital Ltd	\$46,861
Illawarra Multicultural Services Inc.	\$36,938	Kogarah City Council	\$204,457
Illawarra Toy Library Assoc. Inc.	\$123,899	Kogarah Community Services Inc.	\$5,636
Iluka Pre-School Inc.	\$142,655	Kogil Street Pre-School Assoc. Inc.	\$25,467
Inaburra Pre-School	\$239,076	Koninderie Community Based Pre-School Inc.	\$200,457
Inner City Care Child Care Centre	\$40,106	Kookaburra Korner Early Education Centre Inc.	\$40,862
Inner Sydney Montessori Assoc.	\$188,489	Koolyangarra Pre-School Aboriginal Corporation	\$189,157
Integricare	\$1,000,916	Koonawarra Area Residents Assoc. Inc.	\$6,850
Intereach Ltd	\$16,808	Koorana Child & Family Services Inc.	\$575,073
Inverell Disability Services Inc.	\$461,470	Koorringal Casual Child Care Centre Inc.	\$16,069
Inverell District Family Services Inc.	\$1,477,573	Kootingal & District Pre-School Inc.	\$156,151
Ivanhoe Preschool Centre	\$60,259	KU Children's Services	\$16,261,221
Jacaranda Pre-School Centre Inc.	\$258,005	Kubby House Child Care Centre Inc.	\$14,372
Jack & Jill Pre-School Assoc. (Lithgow) Inc.	\$382,258	Kulai Pre-School Aboriginal Corporation	\$291,613
Jannali Pre-School Kindergarten Inc.	\$163,931	Kunghur Community Pre-School Inc.	\$59,726
Jardlan Pty Ltd	\$11,895	Ku-ring-gai Council	\$45,326
Jarjum Centre Inc.	\$149,521	Kurnell Pre-School Kindergarten Inc.	\$111,366
Jerilderie Pre-School Kindergarten Inc.	\$114,796	Kurri Early Childhood Centre Inc.	\$69,523
Jesmond Community Pre-School	\$236,409	Kurri Kurri and District Pre-School Kindergarten Inc.	\$416,962
Jesmond Early Education Centre Inc.	\$54,806	Kurri Kurri Community Centre Inc.	\$7,881
Jindera Preschool Assoc. Inc.	\$257,518	Kyogle Pre-School & Outside School Hours Care Assoc. Inc.	\$225,370
Joey's Pouch Educational Child Care Centre Inc.	\$31,991	Lachlan Shire Council	\$144,333
Jumbunna Children's Centre Ltd	\$47,862	Lady Game Community Kindergarten Inc.	\$121,853
Jumbunna Community Pre-School & Early Intervention Centre Inc.	\$1,772,451	Lake Cargelligo District Community Children's Centre Assoc. Inc.	\$176,293
Jumping Jacks Community Pre-School Inc.	\$228,707	Lake Macquarie City Council	\$63,311
June RSL Memorial Pre-School Inc.	\$468,791	Lalor Park Pre-School Kindergarten Assoc. Inc.	\$259,404
Kangaroo Valley Pre-School Inc.	\$122,237	Lane Cove Children's Centre	\$290,911
Kapooka Early Childhood Centre Inc.	\$187,500	Lane Cove Council	\$50,551
KARI Aboriginal Resource Inc.	\$12,290	Lane Cove Occasional Child Care Inc.	\$53,368
Karingal Pre-School - Nelson Bay Inc.	\$189,496	Lane Cove Out of School Inc.	\$12,322
Karuah Pre-School Assoc. Inc.	\$132,505	Lapstone Out of School Hours Inc.	\$13,611
Katoomba Children's Cottage	\$41,629	Lapstone Pre-School Kindergarten Assoc. Inc.	\$255,569
Katoomba Neighbourhood Centre Inc.	\$8,610	Larool Pre-School Inc.	\$152,253
Katoomba/Leura Pre-School Assoc. Inc.	\$309,651	Lawrence Community Pre-School Inc.	\$52,156
Keiraville Community Pre-School Inc.	\$223,480	Lawson Community Pre-School Assoc Inc.	\$177,227
Kellys Place Children's Centre	\$40,735	Learning Links	\$221,141
Kellyville After School Care Inc.	\$16,833	Leeton Pre-School Assoc.	\$401,492
Kellyville Preschool Inc.	\$167,532	Leeton Shire Council	\$50,860
		Leichhardt Municipal Council	\$104,632



Leichhardt Out Of School Hours Care Inc.	\$10,933	Metro Assist Inc.	\$7,723
Lennox Head Community Pre-School Inc.	\$355,004	Mid Mountains Out of School Hours Service Inc.	\$5,636
Lightning Ridge Pre-School	\$179,081	Milperra Community and Children's Services Ltd	\$37,707
Lilly Pilly Community Pre-School Inc.	\$200,159	Milton Ulladulla Pre-School Assoc.	\$279,875
Lindfield Montessori Society Inc.	\$44,766	Mindaribba Local Aboriginal Land Council	\$119,425
Lismore Neighbourhood Centre Inc.	\$34,137	Minimbah Pre-School, Primary School Aboriginal Corporation	\$387,036
Lismore Parish Centre Pre-School Inc.	\$197,957	Minooka Preschool Centre Inc.	\$212,660
Lismore Preschool Inc.	\$276,162	Miranda Kindergarten Assoc. Inc.	\$258,557
Lithgow Rural Multi Purpose Child Care Assoc Inc.	\$95,904	Mission Australia	\$669,981
Little Bear Child Care Cottage Inc.	\$28,622	Mitchell Early Learning Centre Inc.	\$34,538
Little Yuin Pre-School Aboriginal Corp	\$106,599	Mittagong Pre-School Kindergarten Inc.	\$236,613
Liverpool City Council	\$462,549	Moama & District Pre-School Centre Inc.	\$329,787
Liverpool Neighbourhood Connections Inc.	\$120,842	Mobile Children's Services Assoc. of NSW Inc.	\$285,534
Lockhart Pre-School Kindergarten Inc.	\$72,538	Molong & District Pre-School Assoc.	\$211,261
Long Flat Pre-School	\$58,099	Monaro Early Intervention Service Inc.	\$25,567
Long Jetty Preschool Inc.	\$258,942	Monaro Mobile Pre-School Inc.	\$195,216
Lower Bucca Community Pre-School Inc.	\$115,471	Moombahlene Local Aboriginal Land Council	\$7,726
Lower Hunter Children's Activity Van Assoc Inc.	\$335,018	Moree Family Support Inc.	\$11,752
Lower Hunter Temporary Care Inc.	\$44,871	Moree Plains Shire Council	\$59,364
Lower Macleay Pre-School Inc.	\$247,406	Moree Pre-School Inc.	\$333,290
Lutheran Church of Australia Queensland District	\$237,161	Moresby Park Pre-School Inc.	\$178,764
Lyrebird Pre-School Kindergarten	\$272,954	Moriah War Memorial College Assoc.	\$331,221
Macarthur District Temporary Family Care Inc.	\$19,691	Morisset & District Children's Co-operative Ltd	\$26,302
Macarthur Multicultural Children's Services Assoc. Inc.	\$60,724	Mortdale Community Services Inc.	\$57,295
Macarthur Pre-School Kindergarten Assoc. Inc.	\$220,723	Moruya Pre-School Kindergarten Inc.	\$216,894
Macedonian Orthodox Community Church St. Petka Inc.	\$20,538	Mosman Municipal Council	\$54,094
Macksville Pre-School Childcare Centre Ltd	\$35,997	Moulamein Pre-School Inc.	\$73,143
Maclean Community Preschool Inc.	\$189,178	Mount Druitt Church of Christ Child Care Centre Inc.	\$22,205
Macquarie Hills Community Pre-School Inc.	\$233,520	Mount Hutton Child Care Centre	\$32,755
Macquarie Pre-Schools Co-operative Ltd	\$411,320	Mount Sinai College	\$105,138
Maitland Baptist Church Child Care Inc.	\$31,487	Mount Victoria Public School Extended Hours Pre School & Early Learning Centre Inc.	\$19,681
Maitland Child Care Centre Inc.	\$38,412	Mount Zion Board of Trustees	\$139,202
Maitland Nursery School Inc.	\$254,978	Mountain Community Children's Centre Inc.	\$60,664
Malabar Occasional Child Care Centre Inc.	\$37,887	Mountain Pre-School Lowanna Inc.	\$52,391
Malabar/Chifley Parents Co-operative Ltd	\$27,153	Mountains Outreach Community Service Inc.	\$194,941
Mallee Family Care Inc.	\$55,155	Mt Warning Community Preschool	\$120,509
Manilla Community Pre-School Inc.	\$213,334	Mudgee Preschool Kindergarten Co-operative	\$679,177
Manly Council	\$324,902	Mullumbimby Community Pre-School Assoc. Inc.	\$165,276
Manly Vale Community Kindergarten Inc.	\$94,270	Multi Purpose Allira Gathering Assoc. Inc.	\$32,182
Manly Warringah Montessori Society	\$97,837	Mulwala Pre-School Inc.	\$163,453
Marayong House Neighbourhood Centre Inc.	\$102,070	Murdi Paaki Regional Enterprise Corp Ltd	\$11,877
Marayong Pre-School Kindergarten Inc.	\$253,069	Murrin Bridge Pre-School Assoc. Inc.	\$105,243
Maronite Sisters of the Holy Family	\$177,691	Murrumbateman Early Childhood Centre Assoc Inc.	\$234,469
Maroubra Junction Before & After School Care	\$8,171	Murrurundi Community Pre-School	\$99,886
Maroubra Neighbourhood Children's Centre	\$25,925	Muswellbrook Child Care Centre Inc.	\$27,881
Marrickville Council	\$605,687	Muswellbrook Pre-School Kindergarten Inc.	\$618,697
Maryland Care & Early Education Centre Inc.	\$53,838	Nabiac & District Pre-School Assoc. Inc.	\$55,355
Maryland OOSH Inc.	\$17,372	Nambucca Heads Pre-School Play Centre Pty Ltd	\$282,657
Masada College	\$146,375	Nana Glen Pre-School Inc.	\$129,015
Mathoura Pre-School Inc.	\$86,449	Nanima Pre-School Assoc. Inc.	\$280,361
Mayfield Central Community Pre-School Kindergarten Ltd	\$241,513	Narooma Pre-School Kindergarten Assoc. Inc.	\$218,793
McGraths Hill Children's Centre Inc.	\$34,622	Narrabeen Community Kindergarten Inc.	\$150,626
Medowie Community Pre-School Inc.	\$184,169	Narrabri & District Community Aid Service Inc.	\$88,442
Mendooran Preschool Inc.	\$98,986	Narrandera Pre-School Inc.	\$32,596
Menindee Children's Centre	\$169,009	Narromine Pre-School Kindergarten	\$524,056
Merindah Children's Centre Inc.	\$22,353	Narwee Pre-School Kindergarten Inc.	\$254,820
Merriwa Pre-School Kindergarten Assoc. Inc.	\$189,604	Network of Community Activities	\$160,947
Merrydays Kindergarten Society Inc.	\$32,140	New School of Arts Neighbourhood House Inc.	\$86,754
Merrylands Christian Pre-School Assoc. Inc.	\$245,151		
Metford Child Care Centre Ltd	\$39,393		

Newcastle Temporary Care Ltd	\$7,181	Pittwater Council	\$65,898
Ngallingnee Jarjum Tabulam & District Community Preschool Inc.	\$94,312	Pius X Aboriginal Corporation	\$361,743
Ngayaamba Waluura Aboriginal Corporation	\$185,219	Playmates Cottage Child Care Centre Dubbo Inc.	\$38,919
Nimbin Neighbourhood & Information Centre Inc.	\$11,423	Playtime Pre-School Centre Inc.	\$244,066
Nimbin Pre-School & Child Care Assoc. Inc.	\$131,097	Pleasant Hills Pre-School Kindergarten Inc.	\$24,909
Nimmitabel Pre-School Inc.	\$61,387	Pole Depot Community Centre Inc.	\$15,370
Noah's Ark Centre of Shoalhaven Inc.	\$107,971	Police Citizens Youth Clubs NSW Ltd	\$42,408
Noiseworks OOSH Inc.	\$12,039	Ponyara Pre-School Kindergarten Assoc.Ltd	\$222,323
Noogaleek Children's Centre	\$40,929	Port Macquarie Community Pre-School Ltd	\$568,689
Nords Wharf Community Pre-School	\$104,407	Port Macquarie Neighbourhood Centre Inc.	\$13,983
Normanhurst West Community Pre-School	\$84,289	Port Stephens Council	\$258,337
North Epping Kindergarten	\$208,098	Possum's Community Pre-School Assoc. Inc.	\$138,559
North Richmond Community Centre Inc.	\$5,635	Possums' Corner Child Care Centre Inc.	\$35,173
North Rocks Pre-School Inc.	\$162,929	Possums' Den Coffs Harbour Inc.	\$56,881
North Rocks/Carlingford Casual Child Care Centre	\$48,445	Pottsville Community Pre-School Inc.	\$174,017
North Ryde Community Pre-School	\$177,072	POW Place Community Child Care Centre Ltd	\$34,766
North Shore Temple Emanuel	\$111,886	Presbyterian Church of Australia in the State of New South Wales	\$169,710
North St Marys Neighbourhood Centre Inc.	\$286,298	Pretty Beach Community Pre-School Inc.	\$202,941
North Sydney Council	\$27,849	Pymble/Turramurra Kindergarten Inc.	\$149,836
Northern Beaches Montessori Assoc. Inc.	\$52,180	Queanbeyan & District Pre-School Assoc.	\$684,750
Northside Baptist Pre-School - Northbridge	\$127,254	Quirindi Pre-School Kindergarten Inc.	\$339,116
Northside Montessori Society	\$144,870	Rainbow Playhouse Pre-School Inc.	\$131,879
Norwood Community Pre-School	\$101,562	Rainbow Pre-School Assoc. Inc.	\$663,321
Nought to Five Early Childhood Centre Inc.	\$28,221	Rainbow Street Child Care Centre Inc.	\$34,761
NSW Department of Education & Communities	\$273,971	Randwick Open Care For Kids Inc.	\$35,336
NSW Department of Education & Communities - Curran Public School	\$33,164	Randwick Out of School Hours Care Centre	\$9,262
Nurruby Children's Services Inc.	\$34,840	Raymond Terrace Community Pre-School Inc.	\$275,568
Oberon Children's Centre Inc.	\$183,334	Raymond Terrace Early Education Centre Inc.	\$37,154
Ocean Shores Pre-School Inc.	\$167,273	Reachout Mobile Resource Unit Inc.	\$50,427
Old Bar Community Pre-School Inc.	\$223,059	Redhead Community Pre-School Inc.	\$168,962
Ooranga Family Mobile Resource Unit Assoc Inc.	\$602,549	Resource & Toy Library Broken Hill & Far Western Region Inc.	\$112,490
Open Arms Care Inc.	\$25,141	Revesby Now 'N' Then Occasional Child Care Centre Inc.	\$36,404
Orama Pre-School Assoc.	\$151,741	Richmond Before & After Care Assoc. Inc.	\$11,473
Orana Community Pre-School Inc.	\$180,981	Richmond Hill Community Pre-School Inc.	\$73,831
Orange City Council	\$242,794	Richmond Preschool Kindergarten Assoc Inc.	\$227,448
Orange Pre-School Kindergarten Ltd	\$275,211	Richmond Valley Care-Ring Assoc. Inc.	\$44,829
Paddington Church of Christ Kindergarten	\$58,036	Riverina Children's Activity Van Inc.	\$290,121
Palm Beach War Memorial Kindergarten Inc.	\$103,215	Riverside Preschool Inc.	\$143,978
Pambula Pre-School Kindergarten Assoc. Inc.	\$344,438	Riverwood Community Centre Inc.	\$222,869
Parkes Early Childhood Centre Inc.	\$412,060	Rocky Hall Pre-School Assoc.	\$66,933
Parklands Community Preschool & Children's Centre Inc.	\$276,406	Rooty Hill Outside of School Hours Care Centre Inc.	\$6,765
Parramatta City Council	\$169,781	Rose Bay Out of School Care Centre Inc.	\$5,635
Paterson Pre-School Inc.	\$192,021	Rosebank Community Pre-School Inc.	\$87,770
Pathways Early Childhood Intervention Inc.	\$105,811	Rosebery Child Care Centre	\$33,576
Peak Hill Pre-School Kindergarten Inc.	\$161,006	Rosellas Community Pre-school Inc.	\$275,612
Peninsula Community Centre Inc.	\$67,722	Ross Circuit Pre-School Centre Inc.	\$329,036
Peninsula Montessori Assoc.	\$219,242	Rowena Pre-School Inc.	\$34,133
Pennant Hills War Memorial Children's Centre Assoc Inc.	\$230,300	Royal Institute for Deaf and Blind Children	\$412,960
Penrith City Council	\$1,777,828	Royal Society for the Welfare of Mothers & Babies	\$27,474
Penrith Community Aid Service Assoc. Inc.	\$53,637	Rozelle Child Care Centre Ltd	\$68,769
Periwinkle Children's Centre	\$138,242	Rylstone Kandos Pre-School Inc.	\$162,097
Peter Pan Pre-School Kindergarten - Tamworth Inc.	\$300,672	Salamander Child Care Centre Inc.	\$52,127
Peter Pan Pre-School Wollongong Inc.	\$114,794	Samaritans Foundation Diocese of Newcastle	\$2,739,517
Peter Rabbit Community Pre-School Inc.	\$73,697	Sans Souci Community Pre-School Assoc. Inc.	\$395,112
Petersham Activities Centre for Children Inc.	\$10,743	Scone & District Pre-School Inc.	\$424,412
Pied Piper Pre-School Assoc. - Wallerawang Inc.	\$298,849	SDN Child and Family Services Pty Ltd	\$2,233,889
Pinnaroo OOSH Inc.	\$9,239	SDN Children's Services	\$1,240,800
Pippies Early Childhood Centre Inc.	\$37,735	Seven Hills North P & C Assoc. SHNOOSH Care	\$11,741
		Share Care Inc.	\$15,657

SHARE Co-operative Society Ltd	\$11,904	Surry Hills Neighbourhood Centre Inc.	\$46,319
Shellharbour City Council	\$32,835	Sutherland Shire Council	\$496,393
Shine for Kids Co-op Ltd	\$18,738	Sutherland Shire Montessori Society	\$202,326
Shoalhaven Community Pre-School Inc.	\$268,214	Swansea Community Cottage Inc.	\$36,149
Silverlea Early Childhood Services Inc.	\$44,967	Sydney Anglican Schools Corporation	\$271,324
Singleton Council	\$221,300	Sydney Montessori Society	\$110,500
Singleton Heights Pre-School Inc.	\$379,054	Sydney South West Area Health Service	\$32,538
Singleton Pre-School Inc.	\$402,555	Sydney University Settlement	\$23,318
Snugglepot Day Care Centre Inc.	\$97,910	Sylvanvale Foundation	\$122,267
SOS Pre-School Ltd	\$195,710	Tamworth Montessori Assoc. Inc.	\$133,840
South Coogee Childrens Services	\$46,673	Tamworth Toy Library Inc.	\$12,343
South West Rocks Pre-School Inc.	\$251,537	Tarago Pre-School Assoc. Inc.	\$121,384
Southlake Community Services Inc.	\$8,090	Taree & District Pre-School Ltd	\$226,807
Southside Montessori Pre-School	\$99,043	Tathra Children's Services Inc.	\$224,536
Springdale Heights Pre-School Inc.	\$156,414	Tea Gardens/Hawks Nest Pre-School Kindergarten Inc.	\$112,892
Springwood & District Pre-School Kindergarten	\$295,120	Teddy Bears Kindergarten Pty Ltd	\$9,000
Springwood Neighbourhood Centre Co-operative Ltd	\$9,185	Temora Preschool and Out of School Hours Inc.	\$448,615
St Andrew's Children's Neighbourhood Centre Inc.	\$20,172	Tenterfield Child Care Centre Inc.	\$31,793
St Andrews Church Community Pre School Inc.	\$120,646	Tenterfield Pre-School Kindergarten Inc.	\$263,113
St Andrew's Kindergarten Abbotsford Inc.	\$138,704	Terrey Hills Community Kindergarten	\$112,531
St Anthony's Family Care	\$23,063	Thankakali Aboriginal Corporation	\$6,765
St Demiana & St Athanasious Coptic Orthodox Church	\$5,851	Tharawal Aboriginal Corporation	\$38,687
St Dunstons Pre-School Kindergarten Inc.	\$195,491	The Armidale Waldorf School Ltd	\$85,238
St George Pre-School (Marsfield) Inc.	\$121,631	The Benevolent Society	\$53,727
St Ives Occasional Care	\$49,387	The Channon Children's Centre Inc.	\$74,949
St Ives Pre-School	\$126,532	The Council of the City of Botany Bay	\$76,862
St John's North Ryde Pre-School Assoc. Inc.	\$188,777	The Council of the Shire of Hornsby	\$128,148
St John's Pre-School Ashfield Inc.	\$216,307	The Creativity Centre Inc.	\$16,922
St Luke's Pre-School Dapto Inc.	\$301,873	The Cubbyhouse Pre-School & Occasional Care Centre Inc.	\$49,886
St Luke's Pre-School Northmead Inc.	\$143,162	The Entrance Pre-School Kindergarten Assoc. Inc.	\$247,066
St Mark's Brighton-le-Sands Pre-School Kindergarten Inc.	\$139,435	The Factory Community Centre Inc.	\$126,538
St Mark's Child Care Centre Oakhurst Inc.	\$31,228	The Grace Child Care Centre Inc.	\$74,998
St Mark's Northbridge Kindergarten Inc.	\$161,997	The Guardian Angel Pre-School Kindergarten Inc.	\$19,420
St Mark's Pre-School Inc. - Hurstville South	\$124,418	The Gymea Nursery School & Kindergarten Co-operative Society Ltd	\$249,200
St Mark's Vacation Care Centre	\$11,222	The Hills Community Kindergarten Inc.	\$215,702
St Mary & St Mina's Vacation Care	\$6,101	The Hills Shire Council	\$218,140
St Mary's Child Care Centre Ltd	\$32,636	The Illawarra Disability Trust	\$10,768
St Mary's Community Pre-School Casino Inc.	\$360,824	The Infants Home Ashfield	\$337,427
St Marys District Baptist Church Out Of School Hours Care St Clair	\$13,376	The Jack & Jill Kindergarten - Hornsby	\$162,533
St Mary's Guildford Pre-School	\$272,564	The John Wycliffe Christian Education Assoc. Ltd	\$84,161
St Mary's North Tamworth Pre-School Inc.	\$249,990	The Junction Works Ltd	\$53,696
St Michael's Family Centre Ltd	\$48,433	The Killarney School Ltd	\$75,186
St Paul's Lutheran Kindergarten Inc.	\$20,390	The Little School Pre-School Inc.	\$77,884
St Peters Community Preschool Inc.	\$119,958	The North Brighton Pre-School Community Kindergarten Inc.	\$223,694
St Peter's Pre-School Ltd	\$248,620	The Northern Nursery School Ltd	\$189,089
St Peter's Preschool Tamworth Inc.	\$309,328	The Oaks Pre-School Kindergarten Co-operative Ltd	\$197,732
St Stephen's Belrose Kindergarten Inc.	\$214,688	The Point Pre-School Inc.	\$78,824
St Stephen's Pre-School Kindergarten Inc.	\$167,803	The Rainbow Children's Centre Inc.	\$40,981
St Therese Community Pre-School Inc.	\$68,847	The Rock Pre-School Inc.	\$122,422
St Thomas' Preschool	\$111,591	The Salvation Army (NSW) Property Trust	\$34,133
St Thomas Rozelle Child Care Centre	\$29,801	The Scots School - Albury	\$157,557
Strathfield & District Hebrew Congregation Yolanda Kramer Kindergarten	\$206,245	The Shepherd Centre	\$147,141
Strathfield One-Stop Child Care Services Inc.	\$62,519	The Tower Pre-School - Jiggi	\$51,358
Stroud Neighbourhood Children's Co-operative	\$188,126	The Trustees of the Society of St Vincent de Paul (NSW)	\$93,885
Stuarts Point Pre-School Assoc. Inc.	\$164,988	The Uniting Church in Australia Property Trust (NSW) - On behalf of Wesley Mission	\$37,191
Style's Street Children's Community Long Day Care Centre Inc.	\$46,118	Thredbo Early Childhood Centre Inc.	\$18,241
Sun Valley Pre-School Kindergarten	\$108,167	Thurgoona Pre-School Inc.	\$310,601
Sunny Corner Toy Library Inc.	\$27,042		

Tibooburra Multi Purpose Centre Inc.	\$86,992	Weldon Children's Services	\$94,857
Tocumwal Pre-School Kindergarten Inc.	\$237,331	Wellington Community Children's Centre Inc.	\$339,888
Tooleybuc Pre-School Assoc. Inc.	\$141,305	Wentworth District Pre-School Play Centre Inc.	\$157,053
Toongabbie Before & After School Care & Vacation Care Inc.	\$9,267	Wentworth Falls Pre-School Kindergarten Inc.	\$197,483
Toongabbie Christian School OOSH	\$12,655	Werris Creek & District Pre-School Assoc. Inc.	\$237,989
Tooraweenah Pre-School Assoc. Inc.	\$36,132	West Albury Pre-School Centre Inc.	\$312,366
Toormina Community Pre-School Inc.	\$203,002	West Bathurst Pre-School Inc.	\$444,518
Toronto Community Child Care Centre Inc.	\$37,842	West Epping Pre-School Assoc. Inc.	\$174,787
Tottenham Pre-School Kindergarten Assoc Inc.	\$95,998	West Ryde Neighbourhood Children's Centre	\$30,327
Toukley Pre-School Kindergarten Inc.	\$248,897	Western Sydney Local Health District	\$12,283
Towri Aboriginal Corporation	\$29,057	Westlawn Pre-School Inc.	\$172,284
Toxteth Kindergarten Inc.	\$17,024	Weston Community Pre-School Inc.	\$221,215
Trangie Pre-School Kindergarten Assoc. Ltd	\$157,472	Wilberforce Early Learning Centre Inc.	\$34,839
Tregear Presbyterian Kindergarten	\$280,352	Wilberforce Pre-School Kindergarten Inc.	\$153,236
Trinity Preschool Orange Inc.	\$484,906	Williamstown Pre-School Inc.	\$138,058
Trundle Children's Centre Inc.	\$67,660	Willoughby City Council	\$96,274
Trustees of the Christian Brothers	\$96,818	Willoughby Community Pre-School Inc.	\$142,163
Trustees Roman Catholic Church Diocese of Lismore	\$583,072	Willow Tree Pre-School Inc.	\$73,063
Tullamore Pre-School & Child Care Centre Inc.	\$70,200	Wilson's Creek Community Pre-School Inc.	\$66,273
Tumbarumba Shire Council	\$60,443	Windsor Presbyterian Pre-School Kindergarten	\$122,660
Tumut Pre-School Co-operative Society Ltd	\$408,969	Windsor Pre-School Assoc. Inc.	\$254,455
Tuntable Falls Early Childhood Centre Inc.	\$77,655	Wingham & District Pre-School Kindergarten Ltd	\$431,570
Tweed Heads Community Pre-School Inc.	\$107,150	Winmalee Community Preschool Inc.	\$247,954
Tweed Shire Vacation Care Inc.	\$21,450	Wiradjuri Aboriginal Corporation Community & Child Care Centre	\$26,558
U@MQ Ltd	\$53,986	Wollondilly Mobile Pre-School Assoc. Inc.	\$89,178
Ulladulla Children's Centre Inc.	\$35,448	Wollondilly Shire Council	\$31,110
UnitingCare NSW.ACT	\$5,003,446	Wollongbar Community Pre-School Inc.	\$193,276
University of New England	\$13,930	Wollongong Unicentre Ltd	\$40,825
University of New South Wales	\$126,746	Wombat Occasional Care Centre Inc.	\$102,696
Upper Hunter Community Services Inc.	\$190,045	Woodbine Neighbourhood Centre Inc.	\$97,764
Upper Macleay Pre-School Inc.	\$116,281	Woodenbong Pre-School Kindergarten Inc.	\$122,635
Uralla Pre-School Kindergarten Inc.	\$292,569	Woodrising Community Pre-School & Childcare Centre Inc.	\$39,685
Urana Shire Council	\$191,635	Woodville Community Service Inc.	\$33,296
Uranquinty Pre-School Assoc. Inc.	\$54,629	Woolgoolga Child Care Centre Inc.	\$19,751
Urunga Community Preschool Inc.	\$248,319	Woollahra Municipal Council	\$179,840
UTS Child Care Inc.	\$47,316	Woomera Aboriginal Corporation Albury	\$132,253
Valla Community Pre-School Inc.	\$228,313	Woy Woy Peninsula Child Care Centre Co-operative	\$94,256
Valley Pre-School Inc.	\$54,900	Wunanbiri Pre-School Inc.	\$197,729
Wagga Wagga East Before & After School Care Centre Inc.	\$6,183	Wyoming Community Centre Inc.	\$10,063
Wakool Pre-School Inc.	\$53,219	Wyong Preschool Kindergarten Assoc. Inc.	\$373,879
Walcha Council	\$342,325	Wyong Shire Council	\$276,690
Walgett Pre-School and Long Day Care Centre Inc.	\$73,466	Yalbillinga Boori Day Care Centre Aboriginal Corp	\$32,924
Walgett Shire Council	\$33,210	Yamba Preschool Kindergarten Assoc. Inc.	\$208,817
Wallsend Community Pre-School	\$242,341	Yarrabin Outreach Inc.	\$227,895
Wallum Community Preschool and Family Centre Inc.	\$259,926	Yarran Early Intervention Inc.	\$29,748
Wangi Peter Pan Kindergarten Inc.	\$244,710	Yarrunga Early Learning Centre Inc.	\$42,805
Warialda Pre-School Inc.	\$165,464	Yass Early Childhood Centre Assoc.	\$345,177
Warilla Baptist Pre-School	\$159,149	Yass Montessori Pre-School Inc.	\$262,926
Warners Bay Early Learning and Care Centre Inc.	\$47,074	Yawarra Community & Child Care Centre Ltd	\$24,115
Warragamba Pre-School Inc.	\$311,199	Yenda Preschool Kindergarten Inc.	\$171,700
Warragamba-Silverdale Neighbourhood Centre Inc.	\$90,507	Yeoval Pre-School Inc.	\$83,172
Warren Pre-School Kindergarten	\$387,854	YMCA - Queanbeyan	\$15,362
Warren Shire Council	\$6,194	YMCA of Sydney	\$122,006
Warringah Council	\$299,173	Young Child Care Centre Inc.	\$38,837
Warrumbungle Shire Council	\$532,150	Young Pre-School Kindergarten Inc.	\$484,928
Wauchope Pre-School Kindergarten Inc.	\$251,252	YWCA Hunter Region Inc.	\$13,893
Waverley Council	\$112,014		
WCOOSC Inc.	\$13,975		
Wee Waa & District Pre-School Assoc. Inc.	\$242,579		
		<b>Total paid in 2012/13</b>	<b>\$186,393,402</b>

## Education support grants

Supporting non-government organisations making outstanding contributions to educational outcomes in NSW.

Bega Valley Advocates for Timor Leste	\$9,894
Chinese Language Teachers Assoc. of NSW Inc.	\$3,000
Modern Language Teacher's Assoc. of NSW	\$2,000
Musica Viva Australia	\$19,000
Professional Teachers Council NSW	\$308,178
Public Education Foundation Ltd	\$120,000
SASSPA (NSW) Inc.	\$26,531
Stewart House	\$217,300
<b>Total paid in 2012/13</b>	<b>\$705,903</b>

## Elsa Dixon Aboriginal Employment Program

Supporting Aboriginal people in provision and development of employment opportunities.

Armidale & District Business Enterprise Centre Ltd	\$106,800
Ashfield Municipal Council	\$3,911
Auswide Projects Ltd	\$106,800
Booroongen Djugun Aboriginal Corp.	\$42,047
Boys Town	\$83,459
Bunjum Aboriginal Cooperative	\$213,600
Enterprise & Training Company Ltd	\$148,238
Griffith Skills Training Centre Inc.	\$255,354
Guyra Shire Council	\$30,361
Hunter Region Business Enterprise Centre Inc.	\$213,550
Lismore City Council	\$20,993
Moree Plains Shire Council	\$78,511
Murdi Paaki Regional Enterprise Corp. Ltd	\$35,415
Parkes Forbes Business Enterprise Centre	\$212,112
Richmond Valley Council	\$54,595
Shoalhaven Community Development Aboriginal Corp.	\$106,800
Southern Rivers Catchment Management Authority	\$17,540
Sutherland Shire Council	\$42,061
Tablelands Community Employment And Training Inc.	\$41,600
The Illawarra Itec Ltd	\$213,542
Verto Ltd	\$106,800
<b>Total paid in 2012/13</b>	<b>\$2,134,089</b>

## Emerging priorities grants

Addressing training needs in industries with identified skills shortages.

ACE Community Colleges Ltd	\$6,950
ACE North Coast Inc.	\$4,199
Applied Training Solutions Pty Ltd	\$3,053
Austrain Academy Pty Ltd	\$14,640
Australasian Education & Training Services Pty Ltd	\$4,455
Australian College of Commerce and Management Pty Ltd	\$1,055
Ballina Region Community College Inc.	\$595
BBT Training Australia Pty Ltd	\$159,482
Blue Visions Management Pty Ltd	\$2,975
Cerebral Palsy Alliance	\$27,298
Coates Hospitality Services Pty Ltd	\$2,726
Comet Training Pty Ltd	\$548

Enterprise & Training Company Ltd	\$12,257
Equals International (Australia) Pty Ltd	\$9,407
Eurobodalla Adult Education Centre Inc.	\$64,122
Grafton Community College Inc.	\$980
House With No Steps	\$1,272
Illawarra Retirement Trust	\$53,956
Impact Training Pty Ltd	\$7,188
Indigenous Training Solutions	\$29,958
ISA Kiama Pty Ltd	\$9,900
JB Hunter Technology Pty Ltd	\$3,351
Joblink Plus Ltd	\$52,868
Karben Training Solutions Monka Pty Ltd	\$2,243
Kreate Pty Ltd	\$14,942
Learning Sphere Training Solutions Pty Ltd	\$5,200
Lennox Institute Pty Ltd	\$47,452
Mai-Wel Ltd	\$4,137
Nepean Community College Inc.	\$379
Professional Training Services Australia	\$19,666
Riverina Community College Ltd	\$1,620
Southern Pathology Services Pty Ltd	\$10,110
Sureway Skills Training Pty Ltd	\$57,503
The Illawarra ITEC Ltd	\$5,082
Transport Industries Skills Centre Inc.	\$1,188
Transqual Pty Ltd	\$18,113
Workers Educational Assoc. (Illawarra)	\$17,912
<b>Total paid in 2012/13</b>	<b>\$678,781</b>

## Grant in aid

Supporting non-profit organisations demonstrating an outstanding contribution to educational outcomes in NSW.

Australian Children's Television Foundation	\$135,100
Council of Catholic School Parents	\$76,600
Early Childhood Intervention Australia	\$10,000
Federation of Parents & Citizens Associations	\$358,800
Institute for Family Advocacy	\$32,000
Isolated Children's Parents Assoc.	\$49,100
Learning Difficulties Coalition	\$30,000
Learning Links	\$24,000
NSW Aboriginal Education Consultative Group Inc.	\$90,000
NSW Parents Council Inc.	\$60,500
Specific Learning Difficulties Association of NSW	\$31,200
Talent Development Project Inc.	\$221,000
The Aurora Project	\$130,000
Vision Australia Ltd	\$10,100
<b>Total paid in 2012/13</b>	<b>\$1,258,400</b>

## Group Joint Training Scheme Grants

Funding group training organisations to encourage the commencement and completion of apprenticeships and traineeships in line with nationally agreed priority areas.

Aboriginal Employment Strategy Ltd	\$96,344
Apprentices Plus Pty Ltd	\$94,266
Apprentices Trainees Employment Ltd	\$133,221
ARC Group Training Ltd	\$22,103

Australian Industry Group Training Services Pty Ltd	\$18,105
Australian Training Company Ltd	\$65,141
Auswide Projects Ltd	\$11,677
Automotive Group Training (NSW)	\$74,830
Central Coast Group Training Ltd	\$41,744
ECA Training Pty Ltd	\$39,709
GTES Riverina Group Training & Employment Ltd	\$49,822
Hospitality Training Network of NSW Ltd	\$134,990
Housing Industry Association Ltd	\$19,374
Hume Employment Service Ltd	\$9,126
Hunter Valley Training Company Pty Ltd	\$178,817
Hunternet Group Training	\$17,677
Macarthur Group Training Ltd	\$50,054
Manufacturing Industry Group Apprenticeship Scheme Inc.	\$46,741
Master Builders Association of NSW Pty Ltd	\$42,854
Master Builders Group Training Pty Ltd	\$9,816
Master Painters Group Training Co.	\$5,395
Master Plumbers Apprentices Ltd	\$21,458
MBA Newcastle Group Training Pty Ltd	\$10,712
MEGT (Australia) Ltd	\$32,859
Murray Mallee Training Co. Ltd	\$25,110
Novaskill HGT Australia Ltd	\$74,195
NSW Business Chamber Ltd	\$16,797
On-Q Human Resources Ltd	\$18,231
Skilled Group Ltd	\$30,653
Skillset Ltd	\$135,927
Sydney Training & Employment Ltd	\$52,955
TABMA Training Pty Ltd	\$13,897
The Electrotechnology Industry Group Training Co. Ltd	\$46,086
The Group Training Association of NSW & ACT	\$65,000
Toowoomba Regional Group Apprenticeship Co. Pty Ltd	\$5,474
Workventures Ltd	\$12,314
WPC Group Ltd	\$60,407
WSROC Group Apprentices	\$20,035
YC Industry Link Ltd	\$13,948
<b>Total paid in 2012/13</b>	<b>\$1,817,864</b>

## Intervention support grants: Young people with disabilities

Supporting the delivery of educational programs for children with disabilities.

Aberdare Preschool Inc.	\$2,697
Aberdeen Preschool Assoc. Inc.	\$3,000
Albury Preschool Kindergarten Inc.	\$9,165
All Saints Preschool Albion Park Inc.	\$3,954
Anglican Church of Australia - Calrossy Anglican School	\$6,467
Annette's Place Inc.	\$6,468
Anzac Village Preschool Assoc. Inc.	\$5,211
Apostolic Church Australia Ltd	\$24,000
Arndu St Paul's Preschool Assoc. Inc.	\$10,421
Aspire Support Services Ltd	\$85,418
Autism Spectrum Australia (Aspect)	\$262,069
Awabakal Newcastle Aboriginal Cooperative Ltd	\$31,079
Ballina Fox Street Preschool Inc.	\$16,888
Ballina River Street Children's Centre Inc.	\$16,797
Baptist Union of New South Wales - Alstonville Baptist Church	\$5,211
Baptist Union of NSW - Maitland Baptist Church	\$6,743

Barnardos Australia	\$22,191
Bathurst Early Childhood Intervention Services Inc.	\$111,950
Baulkham Hills Preschool Kindergarten Inc.	\$2,697
Beacon Hill Community Kindergarten Assoc. Ltd	\$6,560
Bega Preschool Assoc. Inc.	\$10,513
Belmont North Preschool Inc.	\$6,560
Berala Jack and Jill Preschool Kindergarten Inc.	\$5,211
Beresfield Community Children's Education Centre	\$20,298
Berkeley Vale Preschool Kindergarten Inc.	\$10,330
Bexley Jack and Jill Preschool Inc.	\$16,980
Big Fat Smile Group Ltd	\$77,500
Binnowie Kindergarten Cooperative Society Ltd	\$2,697
Biralee Preschool Finley Inc.	\$7,816
Birubi Point Community Preschool Assoc. Inc.	\$3,000
Blacktown City Council	\$34,499
Bland Shire Council	\$13,027
Blaxland Preschool Kindergarten	\$30,989
Blayney Preschool Inc.	\$2,697
Bombala Preschool Inc.	\$3,000
Boolaroo-Speers Point Community Kindergarten Inc.	\$7,106
Bowraville Community Preschool Inc.	\$3,000
Boys' Town Engadine	\$5,000
Branxton Preschool Inc.	\$5,514
Brayside Community Preschool Inc.	\$3,000
Broken Hill Happy Day Preschool Kindergarten Inc.	\$7,724
Budgewoi-Halekulani Preschool Kindergarten Inc.	\$35,704
Bulahdelah Preschool Inc.	\$7,080
Bundeena Maianbar Preschool and Children's Services Inc.	\$3,000
Bunyip Preschool Harden Inc.	\$11,678
Byron Bay Preschool Inc.	\$10,421
Byron Shire Early Intervention Assoc. Inc.	\$39,325
Cabarita Mortlake Kindergarten Assoc. Inc.	\$2,697
Camden Preschool Kindergarten Cooperative Ltd	\$21,026
Canterbury Community Child Care Centre Inc.	\$3,000
Carewest Ltd	\$20,658
Castle Hill Preschool Kindergarten Inc.	\$4,533
Catherine Field Preschool Kindergarten Inc.	\$11,770
Catherine Sullivan Centre	\$30,389
CatholicCare	\$214,398
Central Coast Community College	\$48,000
Central Shoalhaven Mobile Preschool Unit Inc.	\$9,073
Cerebral Palsy Alliance	\$331,719
Cessnock Multipurpose Children's Centre Ltd	\$4,046
Children's Services Community Management Ltd	\$9,073
Christ Church Gladesville Preschool Kindergarten Inc.	\$9,073
Christ Church St Ives Preschool Inc.	\$5,514
Clunes Community Preschool Assoc. Inc.	\$2,697
Coffs Harbour Preschool Assoc. Inc.	\$6,770
Coldstream Community Preschool Inc.	\$4,046
Community Programs Inc.	\$118,092
Como Preschool Kindergarten Assoc. Inc.	\$8,981
Condobolin Preschool Kindergarten Inc.	\$11,586
Connect Child and Family Services Inc.	\$92,470
Coolah Preschool Kindergarten Inc.	\$6,086
Coolamon Preschool Assoc. Inc.	\$3,000
Cooloon Children's Centre Inc.	\$5,040
Cooma Lambie Street Preschool Assoc. Inc.	\$18,776
Coutts Crossing Preschool Inc.	\$5,514
Cowra Special Needs Services Inc.	\$50,113
Crescent Head Community Preschool Inc.	\$2,514

Cudal Community Children's Centre Inc.	\$3,000	Hunter Prelude Early Intervention Centre Inc.	\$286,997
Cuddlepie Early Childhood Learning Centre Inc.	\$2,697	Hunters Hill Preschool Inc.	\$11,678
Dalaigur Preschool and Children's Services Assoc. Inc.	\$22,009	Illawarra Area Child Care Ltd	\$29,409
Delegate District Preschool Inc.	\$7,636	Iluka Preschool Inc.	\$6,770
Deniliquin Children's Centre Inc.	\$6,467	Inaburra Communications Ltd - Inaburra Preschool	\$15,448
Denman Children's Centre Assoc. Inc.	\$6,671	Infants' Home Ashfield	\$51,133
Doonside Kindergarten Inc.	\$7,816	Integricare	\$44,401
Drummoyne Preschool Kindergarten Inc.	\$9,165	Inverell Disability Services Inc.	\$28,595
Dubbo and District Preschool Kindergarten Inc.	\$14,283	Inverell District Family Services Inc.	\$14,843
Dubbo West Preschool Inc.	\$12,935	Jacaranda Preschool Centre Inc.	\$5,395
Dunedoo Preschool Kindergarten Inc.	\$3,000	Jack and Jill Preschool Assoc. (Lithgow) Inc.	\$2,697
Early Education Inc.	\$282,194	Jesmond Community Preschool Assoc. Inc.	\$6,770
Early Links Inclusion Support Service Inc.	\$130,223	Jesmond Early Education Centre Inc.	\$13,054
Early Start	\$20,989	Jindera Preschool Assoc. Inc.	\$3,000
East Lindfield Community Preschool Inc.	\$2,040	Jumbunna Community Preschool and Early Intervention Centre Inc.	\$96,966
East Lismore Community Preschool Inc.	\$5,211	Jumping Jacks Community Preschool Inc.	\$5,211
East Maitland Preschool Kindergarten Assoc. Inc.	\$17,224	Kangaroo Valley Preschool Inc.	\$3,000
Eastlake Community Child Care Centre Inc.	\$1,258	Kapooka Early Childhood Centre Inc.	\$5,211
Elanora Heights Community Centre Preschool Cooperative Society Ltd	\$4,046	Karingal Preschool Nelson Bay Inc.	\$4,737
Engadine Preschool Kindergarten Inc.	\$9,073	Karuah Preschool Assoc. Inc.	\$13,027
Fairfield City Council	\$216,446	Katoomba Children's Cottage Inc.	\$12,935
Felton Street Early Learning Preschool Inc.	\$13,119	Kellyville Preschool Inc.	\$13,027
Firstchance Inc.	\$285,563	Kempsey Children's Services Cooperative Ltd	\$24,888
Forbes Preschool Kindergarten Cooperative Ltd	\$3,000	Kempsey Early Intervention Program Inc.	\$112,257
Frederick Street Kindergarten Cooperative Ltd	\$33,961	Kenthurst Preschool Kindergarten Inc.	\$5,211
Galloping Gumnut Mobile Children's Services Van Inc.	\$3,000	Kiama Preschool Inc.	\$9,284
Gamumbi Early Childhood Education Centre Inc.	\$6,467	Killarney Vale Preschool Kindergarten Inc.	\$6,467
Giant Steps Sydney Ltd	\$8,043	Kindamindi Cooperative Ltd	\$3,000
Gilgandra Preschool Inc.	\$6,467	Kindilan Early Childhood Centre Inc.	\$11,091
Girrinbai Community Preschool Inc.	\$13,026	Kingscliff Mini School Inc.	\$3,000
Glen Innes Severn Council	\$5,395	Kogarah Council	\$3,000
Glenbrook Preschool Kindergarten Inc.	\$2,697	Koninderie Community Based Preschool Inc.	\$5,514
Glendore Child Care Centre Inc.	\$12,535	Koorana Child and Family Services Inc.	\$221,415
Goonellabah Preschool Inc.	\$21,319	Kootingal and District Preschool Inc.	\$3,000
Gordon Community Preschool	\$7,724	KU Children's Services	\$702,470
Goulburn and District Children's Services Assoc. Inc.	\$47,958	Kurnell Preschool Kindergarten Inc.	\$7,816
Goulburn Preschool Assoc. Inc.	\$7,816	Kurrajong Waratah	\$601,321
Grace Lutheran Church Moree - Grace Lutheran Preschool	\$9,073	Kurri Kurri and District Preschool Kindergarten Inc.	\$23,080
Grays Point Preschool Kindergarten Assoc. Inc.	\$3,000	Lalor Park Preschool Kindergarten Assoc. Inc.	\$7,435
Great Lakes Children's Centre Inc.	\$6,559	Lambing Flat Enterprises Ltd	\$36,591
Greenhills Child Care Centre Inc.	\$2,697	Lane Cove Children's Centre	\$12,863
Grenfell Preschool and Long Day Care Centre Inc.	\$4,492	Lapstone Preschool Kindergarten Assoc. Inc.	\$259,081
Growing Potential Ltd - Children First	\$30,297	Learning Links	\$260,312
Gumnut Bowral Memorial Preschool Inc.	\$6,086	Lennox Head Community Preschool Inc.	\$4,257
Gunnedah Baptist Child Care Assoc. Inc.	\$3,000	Lifefirst Cooperative Ltd	\$504,341
Gunnedah Family and Children's Services Inc.	\$38,852	Lindisfarne Anglican School	\$4,046
Gunnedah Preschool Kindergarten Assoc. Inc.	\$23,264	Lismore Parish Centre Preschool Inc.	\$13,027
Gymea Nursery School and Kindergarten Cooperative Society Ltd	\$7,816	Lismore Preschool Inc.	\$15,632
Hamilton Child Care Centre Inc.	\$1,927	Lithgow Early Intervention Program Inc.	\$40,080
Hastings Early Intervention Program Inc.	\$158,426	Liverpool Campbelltown Christian School Ltd	\$3,000
Hawkesbury Early Childhood Intervention Service Inc.	\$69,940	Liverpool City Council	\$37,671
Heathdene Community Services Inc.	\$22,141	Lockhart Preschool Kindergarten Inc.	\$3,000
Highfields Preparatory and Kindergarten School Ltd	\$6,072	Long Jetty Preschool Inc.	\$14,953
Holroyd City Council	\$71,678	Lower Bucca Community Preschool Inc.	\$5,211
Horizon Early Childhood Intervention Service Inc.	\$57,275	Lyrebird Preschool Kindergarten Nowra East Inc.	\$8,335
Hornsby Shire Council	\$7,014	Macarthur Preschool Kindergarten Assoc. Inc.	\$10,421
House With No Steps	\$74,697	Macksville Preschool Childcare Centre Ltd	\$7,106
Howlong Preschool Assoc. Inc.	\$4,046	Maclean Community Preschool Inc.	\$6,467
		Macquarie Hills Community Preschool Inc.	\$2,697

Macquarie Preschools Co-operative Ltd	\$12,013	Pambula Preschool Kindergarten Assoc. Inc.	\$3,000
Maitland Nursery School Inc.	\$10,540	Parkes Early Childhood Centre Inc.	\$16,162
Manilla Community Preschool Inc.	\$4,737	Parklands Community Preschool and Children's Centre Inc.	\$11,678
Manly Council	\$2,989	Paterson Preschool Inc.	\$3,000
Manly Vale Community Kindergarten Inc.	\$12,935	Pathways - Early Childhood Intervention Inc.	\$134,972
Manly Warringah Montessori Society	\$3,000	Pedal Early Childhood Intervention Service Inc.	\$87,221
Manning and Great Lakes Early Intervention Inc.	\$152,827	Pennant Hills War Memorial Children's Centre Assoc. Inc.	\$5,395
Marayong Preschool Kindergarten Inc.	\$35,217	Penrith City Council	\$98,737
Marist Youth Care Ltd	\$19,000	Peter Pan Preschool Kindergarten Tamworth Inc.	\$5,027
Marrickville Council	\$6,060	Peter Rabbit Community Preschool Inc.	\$7,816
Mater Dei	\$166,506	Pied Piper Preschool Assoc. (Wallerawang) Inc.	\$5,040
Mayfield Central Community Preschool Kindergarten Ltd	\$3,000	PlayAbility Inc.	\$46,974
McGraths Hill Children's Centre Inc.	\$3,771	Ponyara Preschool Kindergarten Assoc. Ltd	\$6,468
Medowie Community Preschool Inc.	\$7,817	Port Macquarie Community Preschool Ltd	\$19,310
Merindah Children's Centre Inc.	\$5,040	Portsmouth Community Preschool Assoc. Inc.	\$5,211
Merriwa Preschool Kindergarten Assoc. Inc.	\$3,000	Presbyterian Church (New South Wales) Property Trust	\$38,002
Mikayla Childrens Centre Inc.	\$18,879	Pymble Turramurra Kindergarten Inc.	\$7,080
Minooka Preschool Centre Inc.	\$5,211	Queanbeyan and District Preschool Assoc. Inc.	\$47,067
Miranda Kindergarten Assoc. Inc.	\$23,540	Queanbeyan Children's Special Needs Group Inc.	\$69,794
Mission Australia	\$217,111	Quirindi Preschool Kindergarten Inc.	\$9,257
Mittagong Preschool Kindergarten Inc.	\$15,632	Rainbow Preschool Assoc. Broken Hill Inc.	\$14,903
Moama and District Preschool Centre Inc.	\$4,046	Raymond Terrace Community Preschool Inc.	\$11,770
Molong District Preschool Inc.	\$2,697	Richmond Hill Community Preschool Inc.	\$3,000
Monaro Early Intervention Service Inc.	\$92,961	Richmond Preschool Kindergarten Assoc. Inc.	\$14,283
Moree Preschool Inc.	\$34,703	Riverside Preschool Inc.	\$6,560
Moresby Park Preschool Inc.	\$9,073	Rosebank Community Preschool Inc.	\$3,000
Moriah War Memorial College Assoc.	\$12,803	Rosellas Community Preschool Inc.	\$6,770
Morisset and District Children's Centre Co-operative Ltd	\$3,000	Ross Circuit Preschool Centre Inc.	\$7,797
Moruya Preschool Kindergarten Inc.	\$3,000	Royal Institute for Deaf and Blind Children	\$683,139
Mount Hutton Child Care Centre Inc.	\$3,000	Rylstone Kandos Preschool Inc.	\$4,724
Mountains Outreach Community Service Inc.	\$5,514	Salamander Child Care Centre Inc.	\$6,743
Mudgee Preschool Kindergarten Co-operative Ltd	\$9,073	Sans Souci Community Preschool Assoc. Inc.	\$17,073
Mulwala Preschool Inc.	\$3,000	Scone and District Preschool Inc.	\$14,559
Murrumbateman Early Childhood Centre Assoc. Inc.	\$6,468	SDN Child and Family Services Pty Ltd	\$97,048
Musicians Making a Difference Inc.	\$15,400	SDN Children's Services	\$42,128
Muswellbrook Preschool Kindergarten Inc.	\$3,770	Shoalhaven Community Preschool Inc.	\$6,743
Nambucca Heads Preschool Playcentre Ltd	\$5,427	Silverlea Early Childhood Services Inc.	\$31,706
Nambucca Valley Children's Group Inc.	\$51,719	Singleton Heights Preschool Inc.	\$11,770
Narrabeen Community Kindergarten Inc.	\$20,843	Singleton Preschool Kindergarten Inc.	\$2,514
Narromine Preschool Kindergarten Inc.	\$6,743	Snugglepot Day Care Centre Inc.	\$34,946
Ngallingnee Jarjum Tabulam and District Community Preschool Inc.	\$3,000	South West Rocks Preschool Inc.	\$3,000
Nimmitabel Preschool Inc.	\$3,000	Southside Montessori Society	\$3,000
Noah's Ark Centre of Shoalhaven Inc.	\$94,420	Special Needs Support Group Inc.	\$150,762
Normanhurst West Community Preschool Inc.	\$3,000	Springdale Heights Preschool Inc.	\$5,757
North Epping Kindergarten Assoc. Inc.	\$5,028	Springwood and District Preschool Kindergarten Assoc. Inc.	\$3,000
North Rocks Preschool Inc.	\$3,000	St Andrew's Kindergarten Abbotsford Inc.	\$3,060
North Ryde Community Preschool Inc.	\$7,816	St Anthony's Family Care	\$54,433
North St Marys Neighbourhood Centre Inc.	\$3,770	St Dunstan's Preschool Kindergarten Inc.	\$11,586
Northern Beaches Montessori Assoc. Inc.	\$3,000	St Ives Preschool Kindergarten Assoc.	\$9,073
Northside Montessori Society	\$3,000	St John's North Ryde Preschool Assoc. Inc.	\$5,211
Norwood Community Preschool Inc.	\$7,816	St John's Preschool Ashfield Inc.	\$2,514
Nurruby Children's Services Inc.	\$16,075	St Luke's Preschool Dapto Inc.	\$15,632
Ocean Shores Preschool Inc.	\$2,697	St Luke's Preschool Northmead Inc.	\$2,697
Old Bar Community Preschool Inc.	\$2,040	St Mark's Brighton-le-Sands Preschool Kindergarten Inc.	\$2,697
Open Arms Care Inc.	\$13,832	St Mark's Preschool Kindergarten Inc.	\$9,073
Orana Early Childhood Intervention and Education Project Inc.	\$158,169	St Pauls Grammar School Penrith Ltd	\$8,980
Orange District Early Education Program Inc.	\$108,281	St Peters Community Preschool Inc.	\$2,697
Orange Preschool Kindergarten Ltd	\$10,238	St Peters Preschool Ltd	\$3,000
		St Stephen's Preschool Kindergarten Inc.	\$3,000
		Stepping Stones Early Learning Ltd	\$7,552



Stuarts Point Preschool Assoc. Inc.	\$5,514
Summerland Early Intervention Program Inc.	\$117,001
Sutherland Shire Council	\$44,697
Sutherland Shire Montessori Society Inc.	\$2,697
Sydney Anglican Schools Corporation	\$3,000
Sydney Community College Ltd	\$18,000
Sylvanvale Foundation	\$57,320
Taree and District Preschool Ltd	\$5,757
Tathra Children's Services Inc.	\$6,467
The Channon Children's Centre Inc.	\$3,000
The Entrance Preschool Kindergarten Assoc. Inc.	\$14,191
The Hills Community Kindergarten Inc.	\$2,514
The Hills Shire Council	\$2,697
The Jack and Jill Kindergarten	\$11,770
The John Wycliffe Christian Education Assoc. Ltd	\$3,060
The North Brighton Preschool Community Kindergarten Inc.	\$9,146
The Northcott Society	\$28,630
The Northern Nursery School Ltd	\$6,560
The Pittwater House Schools Ltd	\$2,697
The Rainbow Children's Centre Inc.	\$77,003
The Shepherd Centre	\$400,722
The SOS Preschool Ltd	\$28,658
The STaR Inclusive Early Childhood Assoc. Inc.	\$69,133
The Tamworth Christian Education Assoc. Ltd	\$3,000
The Toybox Centre Inc.	\$91,463
The Uniting Church in Australia Property Trust (NSW) for UnitingCare NSW.ACT	\$215,501
Thurgoona Preschool Inc.	\$11,862
Tocumwal Preschool Kindergarten Assoc. Inc.	\$3,000
Toukley Preschool Kindergarten Inc.	\$7,816
Trinity Preschool Orange Inc.	\$10,513
Trustees of the Christian Brothers - Waverley College	\$15,540
Trustees of the Roman Catholic Church for the Diocese of Broken Bay	\$5,394
Trustees of the Roman Catholic Church for the Diocese of Lismore - Parish of St Francis Xavier	\$14,143
Trustees of the Roman Catholic Church for the Diocese of Lismore - St Joseph's Family Services	\$32,520
Trustees of the Roman Catholic Church for the Diocese of Parramatta	\$6,711
Trustees of the Sisters of Saint Dominic - Catherine Sullivan Centre	\$31,836
Tweed Heads Community Preschool Inc.	\$5,514
Tweed Valley Early Childhood Intervention Service Inc.	\$133,001
Uralla Preschool Kindergarten Inc.	\$7,816
Uranquinty Preschool Assoc. Inc.	\$3,000
Urunga Community Preschool Inc.	\$3,000
Valla Community Preschool Inc.	\$3,000
Vision Australia Ltd	\$208,627
Walcha Council	\$12,116
Wallsend Community Preschool Inc.	\$7,816
Wallum Community Preschool and Family Centre Inc.	\$5,394
Wangi Peter Pan Kindergarten Inc.	\$5,757
Warragamba Preschool Inc.	\$11,770
Warren Preschool Kindergarten Inc.	\$7,816
Warrumbungle Shire Council	\$4,046
Wauchope Preschool Kindergarten Inc.	\$10,789
Wee Waa and District Preschool Assoc. Inc.	\$5,040
Werris Creek and District Preschool Assoc. Inc.	\$8,981
West Albury Preschool Centre Inc.	\$6,467
West Bathurst Preschool Inc.	\$16,888

Westlawn Preschool Inc.	\$8,955
Willoughby Community Preschool Inc.	\$11,586
Wilson's Creek Community Preschool Inc.	\$3,000
Windsor Preschool Assoc. Inc.	\$14,191
Wingham District Preschool Kindergarten Ltd	\$17,226
Winmalee Community Preschool Inc.	\$11,586
Wollongbar Community Preschool Inc.	\$20,750
Woodrising Community Preschool and Childcare Centre Inc.	\$8,027
Woy Woy Peninsula Community Childcare Cooperative Society Ltd	\$6,467
Wyong Preschool Kindergarten Assoc. Inc.	\$24,796
Yalbilliga Boori Day Care Centre Aboriginal Corp.	\$5,211
Yamba Preschool Kindergarten Assoc. Inc.	\$6,560
Yarrabin Outreach Inc.	\$3,000
Yarran Early Intervention Service Inc.	\$300,740
Yeoval Preschool Inc.	\$4,795
Young Men's Christian Assoc. of Sydney	\$9,600
Young Preschool Kindergarten Inc.	\$5,395
<b>Total paid in 2012/13</b>	<b>\$13,351,318</b>

## Minister for Citizenship and Communities and Minister for Aboriginal Affairs' discretionary grants

Supporting events and activities consistent with NSW Government policy and strategic directions.

Cooperative for Aborigines Ltd	\$58,000
Kinchela Boys Home Inc.	\$28,000
Luminosity Youth Inc.	\$1,000
National Aids Fundraising Ltd	\$1,600
New South Wales Aboriginal Land Council - Aboriginal Land Councils Annual Conference	\$10,000
Nowra & Greenwell Point Sub-branch of the RSL of Australia	\$1,749
Police & Community Youth Clubs - Gunnedah	\$3,200
Vibe Australia Pty Ltd - Annual Deadly Awards	\$10,000
<b>Total paid in 2012/13</b>	<b>\$113,549.00</b>

## Minister for Sport and Recreation's discretionary fund

Enabling the Minister to make grants consistent with the core business of sport and recreation.

AFL (NSW/ACT) Commission Ltd	\$7,000
Associated Media Group Pty Ltd	\$4,000
Australian Deaf Sports Federation Ltd	\$20,000
Cricket New South Wales	\$6,000
Greglea Retirement Village	\$625
Lions Club of Lugarno	\$3,000
NSW Sports Federation Inc.	\$1,000
OGIS Engineering	\$380
Pedestrian Council Of Australia Ltd	\$6,998
Rotary Club Of Gladesville Inc. <sup>1</sup>	\$10,000
South Coast Hunters Club Inc.	\$7,000
Tennis NSW	\$8,000
Wheelchair Rugby League Australia Inc.	\$5,000
<b>Total paid in 2012/13</b>	<b>\$79,003</b>

<sup>1</sup> Includes two grants transactions in 2012/13.

## National curriculum implementation

Contributions towards cost of national curriculum implementation in non-government schools.

Association of Independent Schools	\$3,698,000
Catholic Education Commission NSW	\$4,902,000
<b>Total paid in 2012/13</b>	<b>\$8,600,000</b>

## National partnerships

Formal partnerships between NSW and the Commonwealth in the areas of literacy and numeracy, low socio-economic status school communities and improving teacher quality.

Association of Independent Schools	\$16,380,000
Australian Children's Education & Care Quality Authority	\$2,142,000
Catholic Education Commission NSW	\$62,661,055
The Exodus Foundation	\$1,457,500
<b>Total paid in 2012/13</b>	<b>\$82,640,555</b>

## National school drug education grants

Supporting drug and alcohol prevention programs in schools.

Association of Independent Schools	\$93,075
Catholic Education Commission NSW	\$395,429
Ted Noffs Foundation Inc.	\$314,897
<b>Total paid in 2012/13</b>	<b>\$803,401</b>

## Productivity Places Program grants

Providing training to upskill workers and support job seekers in developing the necessary skills to gain employment.

Aboriginal Health and Medical Research Council of NSW	\$38,760
Above & Below Adventure Company Pty Ltd	\$22,966
Academy of Training Pty Ltd	\$174,625
Access Community Group Ltd	\$15,433
Access Group Training Ltd	\$293,379
Access Training Institute Pty Ltd	\$310,756
ACE Community Colleges Ltd	\$22,275
ACE North Coast Inc.	\$818,448
Active Career College Pty Ltd	\$115,040
Active Industry Training Ltd	\$390,834
Advanced Education Australia Pty Ltd	\$424,056
AHFB Pty Ltd <sup>1</sup>	\$7,500
Allied Educational Services Pty Ltd	\$93,909
Apex Training Solutions Pty Ltd	\$304,683
Applied Training Solutions Pty Ltd	\$313,657
Association of Children's Welfare Agencies Inc.	\$36,484
Astute Training Pty Ltd	\$572,795
Atkinson Training & Development Pty Ltd	\$65,224
Aurora Training and Professional Services Pty Ltd	\$61,180
Austrain Academy Pty Ltd	\$92,299
Austraining (NSW) Pty Ltd	\$513,374
Australasian Education & Training Services Pty Ltd	\$46,978

<sup>1</sup> Note: Includes two grants transactions in 2012/13.

Australian Airline Pilot Academy Pty Ltd	\$167,500
Australian Child Care Career Options Pty Ltd	\$7,810
Australian College of Applied Psychology Pty Ltd	\$32,625
Australian College of Commerce and Management Pty Ltd	\$474,244
Australian College of Management Studies Pty Ltd	\$18,250
Australian College of Training Pty Ltd	\$500
Australian Concert & Entertainment Security Pty Ltd	\$22,039
Australian Drilling Industry Training Committee Ltd	\$5,565
Australian Education & Training Solutions Pty Ltd	\$160,776
Australian Employment & Training Solutions Pty Ltd	\$44,668
Australian Health Professional Training Solutions Pty Ltd	\$44,868
Australian Institute of Financial Services & Accounting Pty Ltd	\$388,296
Australian Institute of Management NSW & ACT Training Centre Ltd	\$1,595,139
Australian Institute of Professional Counsellors Pty Ltd	\$2,250
Australian Red Cross Society	\$127,128
Australian Retailers Assoc.	\$514,994
Australian Training Company Ltd	\$44,337
Auswide Projects Ltd	\$796,347
Back to Basics Business Training Pty Ltd	\$9,307
Ballina Region Community College Inc.	\$39,588
Bankstown Community College Inc.	\$42,794
Bannister Technical Pty Ltd	\$32,360
BBT Training Australia Pty Ltd	\$1,815
BCA National Training Group Pty Ltd	\$388,088
Benchmark Resources Pty Ltd	\$567,705
Blue Visions Management Pty Ltd	\$416,390
Break Thru People Solutions	\$16,552
Bridgeworks Personnel Ltd	\$237,428
Brucemac Pty Ltd	\$272,025
BSA Ltd	\$42,055
Business Success Group Pty Ltd	\$166,062
Byron Region Community College Inc.	\$434,880
Camden Haven Community College Inc.	\$19,081
Capital Careers Pty Ltd	\$8,142
Carbon Training International Pty Ltd	\$112,770
Central Coast Community College	\$296,912
Cerebral Palsy Alliance	\$77,359
Charles Sturt Services Pty Ltd	\$56,555
CMA Training Group Pty Ltd	\$95,783
Coates Hospitality Services Pty Ltd	\$306,213
Cobra Contracting Pty Ltd	\$24,308
Coffs Coast Community College Inc.	\$5,445
Community Child Care Cooperative Ltd (NSW)	\$76,636
Community College-Northern Inland Inc.	\$124,697
Contour Systems Pty Ltd	\$127,026
Cooperative for Aborigines Ltd	\$144,581
Corporate Excellence Group Pty Ltd	\$37,125
Corporate Partners Pty Ltd	\$66,826
Cossettini Narelle May	\$2,057
Customer Focus Group Training Co. NSW Pty Ltd	\$166,500
Defaye Training & Consultancy Pty Ltd	\$2,706
Designer Training Pty Ltd	\$84,563
E I M Training Pty Ltd	\$6,800
Eagle Wing Education and Training Pty Ltd	\$25,360
Employment & Training Australia Inc.	\$330,131
Endeavour Industries Ltd	\$209
Enterprise & Training Co. Ltd	\$536,527
Equalis Pty Ltd	\$381,875

Esset Group Pty Ltd	\$4,500	Mask Academy Pty Ltd	\$166,606
Eurobodalla Adult Education Centre Inc.	\$373,645	Master Builders Association of NSW Pty Ltd	\$725,095
Farm Gate Training & Consulting Pty Ltd	\$40,640	Maxis Solutions Pty Ltd	\$47,415
First Impressions Resources Pty Ltd	\$68,340	Maxwells Services Pty Ltd	\$424,057
Five Star Training Pty Ltd	\$26,400	MBA Group Training Ltd	\$283,639
Forsythes IT & Training Pty Ltd <sup>1</sup>	\$315,445	MBH Management Pty Ltd	\$172,625
Franklyn Scholar (Australia) Pty Ltd	\$54,753	Meetings Industry Association of Australia Ltd	\$263,097
Futurestaff Pty Ltd	\$9,875	MEGT (Australia) Ltd	\$20,025
Glen Charles Knight	\$155,086	Mental Health Coordinating Council Inc.	\$519,908
Global Training Institute Pty Ltd	\$325,620	Mercy Health & Aged Care Inc.	\$22,376
Group314 Pty Ltd	\$310,973	Metro Screen Ltd	\$214,750
H&H Accredited Training Australasia Inc.	\$286,375	MHM Australasia Pty Ltd	\$105,998
Health & Safety Advisory Services Pty Ltd	\$75,420	Moving Mountains Pty Ltd	\$53,604
Health Education and Training Institute	\$251,411	Murwillumbah Adult Education Centre Inc.	\$5,155
Hornsby Ku-Ring-Gai Community College Inc.	\$12,672	National College Australia Pty Ltd	\$403,607
House With No Steps	\$125,329	National Retail Association Ltd	\$13,827
Housing Industry Association Ltd	\$103,716	National Safety Council of Australia Ltd	\$1,469
Hume Learning Institute Pty Ltd	\$197,229	National Security Training Academy Pty Ltd	\$32,625
Illawarra Area Child Care Ltd	\$432,282	National Training Pty Ltd	\$32,835
Impact Training Institute Pty Ltd	\$549,047	Nepean Community College Inc.	\$199,096
Impact Training Pty Ltd	\$147,798	New England Community College Inc.	\$81,117
Infront Training Pty Ltd	\$308,226	Newtrain Northern Rivers Inc.	\$8,006
Inner West Skills Centre Inc.	\$242,347	NORTEC Employment & Training Ltd	\$34,626
Institute of Strategic Management Pty Ltd	\$181,477	North West Community College Inc.	\$107,969
Intellitrain Pty Ltd	\$86,576	Northern Beaches Community College Inc.	\$71,346
International Child Care College Pty Ltd	\$262,698	Northnet Inc.	\$239,775
Into Training Australia Pty Ltd	\$2,000	Novaskill HGT Australia Ltd	\$204,349
ISA Kiama Pty Ltd	\$324,279	NSW Fishing Industry Training Committee Ltd	\$551,282
J2S Training Solutions Pty Ltd	\$112,108	Nursing Group Pty Ltd	\$96,056
JB Hunter Technology Pty Ltd	\$96,654	OCTEC Ltd	\$307,582
JCE Positive Outcomes Pty Ltd	\$37,875	ORCA (Ocean Recreation Careers Australasia) Pty Ltd	\$73,329
Joblink Plus Ltd	\$61,383	Pegasus Management Pty Ltd	\$5,225
Julie Reid Management Pty Ltd	\$51,952	Penrith Skills for Jobs Ltd	\$36,297
Karben Training Solutions Monka Pty Ltd	\$260,293	Pinnacle Financial Services Academy Pty Ltd	\$56,621
Kiama Community College Inc.	\$193,019	Port Macquarie Community College Inc.	\$49,657
Kirana Training Pty Ltd	\$478,610	Ramsden Telecommunications Training Pty Ltd	\$97,140
Kogarah Rockdale Training Scheme Inc.	\$446,025	Reach for Training Pty Ltd	\$346,910
Kreate Pty Ltd	\$345,118	Real Estate Institute of NSW Ltd	\$91,681
Lake Macquarie Business Centre Ltd	\$51,616	Recognition First Pty Ltd	\$306,973
LDC Group Asia Pacific Pty Ltd	\$28,250	Regional Skills Training Pty Ltd	\$211,417
Leadership Management Australia Pty Ltd	\$17,711	Response Employment & Training Pty Ltd	\$446,302
Leadership Success Pty Ltd	\$41,897	RG146 Training Australia Pty Ltd	\$9,625
Learning Lab Pty Ltd	\$353,962	Riverina Community College Ltd	\$150,414
Learning Sphere Training Solutions Pty Ltd	\$135,605	Royal Rehabilitation Centre Sydney	\$121,258
Lennox Institute Pty Ltd	\$149,678	RTV Consultancy Pty Ltd	\$419,866
Lexon Industries Pty Ltd	\$389,056	Safetynet Management Solutions Pty Ltd	\$17,780
Lianrick Pty Ltd	\$475,174	Segla International Pty Ltd	\$23,625
Linked Training Group Pty Ltd	\$10,375	Singleton Community College Inc.	\$47,899
Lisa Nguyen Nail, Beauty & Tattoo Pty Ltd	\$16,830	Skillset Ltd	\$55,829
Logic Entity Australia Pty Ltd	\$92,565	SMR Learning Services Pty Ltd	\$59,242
Macarthur Community College Inc.	\$52,673	Southern Pathology Services Pty Ltd	\$15,617
Macarthur Group Training Ltd	\$32,140	Southern Training Organisation Pty Ltd	\$5,500
Macquarie Community College	\$308,393	St George & Sutherland Community College Inc.	\$285,762
Macquarie Employment Training Service Inc.	\$53,764	St Patrick's Business College Ltd	\$42,090
Mai-Wel Ltd	\$579,622	Statewide Business Training Pty Ltd	\$233,230
Mamre Plains Ltd	\$54,384	Steven Millard & Associates Pty Ltd	\$5,196
Managed Corporate Outcomes Pty Ltd	\$66,256	Study Group Australia Pty Ltd	\$205,380
Management Consultancy International Pty Ltd	\$673,342	Subway Development of NSW & ACT Pty Ltd	\$11,484
Marshall, Kristen	\$83,012	Sydney Community College Ltd	\$103,463
		Tamworth Community College Inc.	\$77,317

<sup>1</sup> Note: Includes two grants transactions in 2012/13.

Taree Community College Inc.	\$147,388
Taronga Conservation Society Australia	\$18,716
Texskill Ltd	\$48,375
The Association of Superannuation Funds of Australia Ltd	\$189,440
The Centre for Volunteering	\$34,782
The College of Nursing	\$235,390
The Deaf Society of NSW	\$35,640
The Illawarra ITEC Ltd	\$515,327
The Parramatta College Inc.	\$8,750
The Pharmacy Guild of Australia	\$11,988
The Quality Training Company Pty Ltd	\$667,714
The Uniting Church In Australia Property Trust (NSW)	\$701,195
TLC Training Solutions Pty Ltd	\$3,544
Tomaree Community College Inc.	\$183,872
Traineeship Management Australia Pty Ltd	\$864,917
Transformed Pty Ltd	\$27,390
Transqual Pty Ltd	\$1,688
Trustee for The Salvation Army (NSW) Property Trust	\$243,345
Tuggerah Lakes Community College Inc.	\$112,298
Tursa Employment & Training Inc.	\$69,380
UNE Partnerships Pty Ltd	\$1,320,159
UPC Pty Ltd	\$370,950
Upskilled Pty Ltd	\$53,295
Verito Ltd	\$275,342
Vocational Institute of Australia Pty Ltd	\$291,018
Vocational Training Australia Pty Ltd	\$10,000
Waverly Action for Youth Services Inc.	\$29,049
Western College Inc.	\$67,750
Western Riverina Community College Inc.	\$12,308
Work Savvy Pty Ltd	\$6,534
Workers Educational Assoc. (Hunter)	\$326,051
Workers Educational Assoc. (Illawarra)	\$348,786
Worktrain Pty Ltd	\$48,870
Yarnteen College Inc.	\$12,870
YWCA NSW	\$13,187
<b>Total paid in 2012/13</b>	<b>\$42,318,074</b>

## Regional academies of sport

Supporting the development of talented athletes and sport through the network of regional academies in NSW.

Academies of Sport Inc.	\$70,000
Central Coast Academy of Sport	\$143,000
Hunter Academy of Sport	\$143,000
Illawarra Academy of Sport Inc.	\$143,000
North Coast Academy of Sport	\$143,000
Northern Inland Academy of Sport	\$143,000
South East Regional Academy of Sport	\$143,000
Southern Sports Academy	\$143,000
South West Sydney Academy of Sport Inc.	\$143,000
Western Region Academy of Sport	\$143,000
Western Sydney Academy of Sport	\$143,000
<b>Total paid in 2012/13</b>	<b>\$1,500,000</b>

## Regional Conservatorium Grants Program

Providing operating funding to conservatoriums to offer a comprehensive range of music and educational activities for students and the community.

Central Coast Conservatorium	\$340,000
Clarence Valley Conservatorium	\$280,000
Coffs Harbour Regional Conservatorium	\$280,000
Conservatorium Mid North Coast	\$75,000
Goulburn Regional Conservatorium	\$280,000
Gunnedah Conservatorium	\$109,091
Macquarie Conservatorium	\$300,000
Mitchell Conservatorium	\$365,000
Murray Conservatorium of Music	\$320,000
New England Conservatorium of Music	\$340,000
Northern Rivers Conservatorium Arts Centre	\$280,000
Orange Regional Conservatorium	\$320,000
Riverina Conservatorium of Music	\$340,000
South West Music	\$130,000
Tamworth Regional Conservatorium of Music	\$300,000
Upper Hunter Conservatorium of Music	\$320,000
Wollongong Conservatorium of Music	\$340,000
Young Regional School of Music	\$300,000
<b>Total paid in 2012/13</b>	<b>\$5,019,091</b>

## Safe Shooting Program

Assisting shooting, hunting and collecting clubs to meet work health and safety obligations and NSW Firearms Registry compliance requirements.

73rd Regiment of Foot	\$1,400
Armidale Pistol Club	\$4,814
Armidale Rifle Club Inc.	\$9,433
Australian Deer Assoc.	\$2,352
Australian Hunters International	\$7,621
Binnaway Small Bore Rifle Club	\$15,858
Braidwood Pistol and Target Shooting Club	\$16,225
Broken Hill Field and Game Assoc.	\$3,115
Casino Kyogle Rifle Club	\$10,364
Coffs Harbour Clay Target Club Inc.	\$28,840
Condobolin Clay Target Club Inc.	\$3,602
Concordia Rifle Pistol and Hunting Club	\$967
Coonamble Pistol Club	\$1,100
Cootamundra Rifle Club Inc.	\$12,562
Corowa Clay Target Club Inc.	\$6,932
Darnick Gun Club	\$5,509
Deniliquin Pistol Club Inc.	\$30,000
Dorrigo Gun Club	\$15,889
Emmaville Regional Shooting Complex	\$13,285
Endeavour Pistol Club	\$1,515
Endeavour Rifle Club	\$7,993
Explorers Rifle Club Inc.	\$12,248
Fashions Mount Rifle Club Inc.	\$3,350
Finley Gun Club Inc.	\$7,400
Forest Reefs Smallbore and Air Rifle Club	\$30,000
Gilgandra Amateur Pistol Club	\$5,055
Gloucester Pistol Club	\$5,240
Griffith Gun Club	\$12,300
Hastings Valley Archery Club Inc.	\$10,746

Holsworthy Rifle Club	\$10,825
Hume Pistol Club Inc.	\$25,749
Hunter District Hunting Club Inc.	\$30,000
Illawarra Pistol Club	\$9,617
Kurrajong Pistol Club Inc.	\$6,400
Lightning Ridge Pistol Club Inc.	\$4,989
Lismore Target Rifle Club Inc.	\$2,235
Manilla Pistol Club Inc.	\$3,780
Manly Rifle Club	\$1,375
Maritime Pistol Club of NSW	\$780
Monaro Air Rifle Club Ltd	\$3,250
Moree Gun Club	\$13,998
Mosman Neutral Bay Rifle Club	\$7,576
Mudgee Civilian Rifle and Small Bore Club	\$4,828
Nambucca Valley Pistol Club	\$26,130
Narromine Dubbo Rifle Range	\$12,819
Newcastle Small Bore & Air Rifle Club Inc.	\$3,170
North Shore District Rifle Club	\$28,337
Nsw Field & Game Assoc. Sydney Branch	\$9,007
Oberon Pistol Club	\$10,000
Orange Clay Target Club Inc.	\$12,684
Parke Pistol Club Inc.	\$19,477
Pooncarie Gun Club	\$1,059
Port Macquarie Pistol Club Inc.	\$903
Pulletop Pistol Club	\$5,765
Richmond River Gun Club	\$10,902
Roseville Rifle Club	\$14,089
Shoalhaven Clay Target Club	\$14,762
Sporting Shooters Association Of Australia (NSW) - Sydney Branch	\$30,000
Sporting Shooters Association Of Australia (NSW)	\$16,886
Sporting Shooters Association Of Australia - Gilgandra Branch	\$26,413
Sporting Shooters Association Of Australia - Coffs Harbour Branch	\$498
Sporting Shooters Association Of Australia - Forbes Branch	\$8,389
Sporting Shooters Association Of Australia - Taree Wingham Branch	\$4,900
Sporting Shooters Association Of Australia - West Wyalong	\$11,174
St Ives Pistol Club	\$17,206
Tamworth and Peel Valley Rifle Club	\$2,212
Taree Pistol Club	\$5,300
Tuggerah Lakes Memorial Pistol Club Inc.	\$17,260
Tumut Rifle Club Inc.	\$2,182
Wagga Wagga City Pistol Club Inc.	\$19,427
Wentworth Rifle Club	\$3,050
West Wyalong Smallbore and Air Rifle Club Inc.	\$2,317
Wingham Pistol Club Inc.	\$21,493
Wingham Rifle Club Inc.	\$17,457
Yass Clay Target Club	\$8,928
Young Pistol and Western Action Club	\$4,687
<b>Total paid in 2012/13</b>	<b>\$800,000</b>

## Safety and Rescue Program

Supporting safety and rescue organisations.

Austswim Ltd	\$30,000
Ministry for Police and Emergency Services	\$1,700,000

NSW Ski Patrol Assoc.	\$30,000
Royal Life Saving Society - Head Office NSW	\$700,000
<b>Total paid in 2012/13</b>	<b>\$2,460,000</b>

## Skills Centre Program Grants

Commonwealth-funded capital grants program aimed at establishing new VET facilities in NSW.

Auswide Projects Ltd	\$235,000
Nambucca Valley Youth Employment Opportunity Service Inc.	\$7,925
Novaskill HGT Australia Ltd	\$130,559
<b>Total paid in 2012/13</b>	<b>\$373,484</b>

## Sport and Recreation Events Program

Supporting and attracting international and national sporting events to NSW to provide high-level competition opportunities for athletes, coaches and officials and support local events in regional NSW.

Albury City Council	\$3,500
Arts Mildura Inc.	\$3,500
Australian Canoeing	\$8,000
Australian Paralympic Committee	\$15,000
Australian Powerchair Football Association Inc.	\$10,000
Baseball NSW	\$5,000
Basketball Australia	\$10,000
Brewarrina Rugby League Football Club Inc.	\$5,000
Canowindra Challenge Inc.	\$5,000
Central Coast Baseball Association Inc.	\$10,000
Central Coast Sevens Inc.	\$10,000
Central Western Dressage Group Inc.	\$3,500
Cycling NSW	\$7,000
Deniliquin Lawn Tennis Club	\$4,000
Dubbo Running Festival Inc.	\$4,500
Gymnastics Australia	\$6,500
Hockey New South Wales Ltd	\$10,000
Indoor Sports NSW	\$5,500
Inverell Polocrosse Club	\$6,500
Island Style Promotions	\$3,500
Jack Newton Junior Golf Foundation	\$5,000
Judo Federation of Australia (NSW) Inc.	\$7,500
Krosswerdz Inc.	\$7,000
Little Athletics Association of NSW	\$3,000
Lloyd Mcdermott Rugby Development Team	\$7,500
North Shore Sporting Car Club Ltd	\$4,000
Northern NSW Football	\$10,000
NSW Fencing Association	\$10,000
NSW Snowsports	\$7,500
NSW Touch Association	\$4,500
NSW Water Ski Federation	\$7,500
Rocky Trail Entertainment Pty Ltd	\$4,500
School Sport Australia	\$6,500
Shellhabour City Festival of Sport	\$3,500
Shotokan Karate International Australia Inc.	\$5,000
Ski & Snowboard Australia Ltd	\$12,500
Spunp Australia Pty Ltd	\$5,000
Surfing NSW Inc.	\$4,500
Sydney Hang Gliding Club	\$20,000

Tathra Mountain Bike Club	\$5,500
Tennis NSW	\$8,000
Tenpin Bowling Australia Ltd	\$10,000
Warilla Bowls And Recreation Club	\$5,000
Wheelchair Sports NSW	\$21,500
Yachting Association of NSW	\$5,000
YMCA of Sydney	\$2,500
<b>Total paid in 2012/13</b>	<b>\$328,500</b>

## Sport and Recreation Facility Program

Developing local and regional sport and recreation facilities and increasing the availability, standard and quality of sport and recreation facilities in NSW.

Avalon Sailing Club Ltd	\$25,000
Basketball Association of Newcastle Ltd	\$25,000
Bega Valley Shire Council	\$25,000
Bermagui Country Club Ltd	\$25,000
Binalong Nsw Skate Park Committee Inc.	\$25,000
Blacktown City Council	\$50,000
Bombala Council	\$25,000
Burwood Council	\$25,000
Byron Bay Cycle Club	\$25,000
Cabonne Council	\$25,000
Centennial Parklands Foundation	\$25,000
Cobar Shire Council	\$7,160
Collingullie Ashmont Kapooka Football Netball Club	\$15,000
Coolah District Development Group Inc.	\$25,000
Dubbo City Swimtech Swimming Club Inc.	\$8,065
Englands Park Tennis Club Inc.	\$23,713
Eurobodalla Shire Council	\$7,500
Forest Hills Pony Club	\$8,500
Glen Innes District Team Penning Inc.	\$4,600
Grafton Hockey Association Inc.	\$25,000
Great Lakes Council	\$25,000
Hawkesbury City Council	\$20,000
Hawkesbury Sports Council Inc.	\$25,000
Henbury Sport and Recreation Club	\$21,650
Lake Macquarie City Council	\$25,000
Lithgow Flashdragons	\$4,000
Macleay Valley Softball Assoc.	\$506
Manly Warringah Gymnastic Club Inc.	\$25,000
Moorefield Mens Bowling Club	\$6,404
Murray Council	\$25,000
Nambucca Heads Tennis Club Inc.	\$23,500
Narrandera Shire Council	\$25,000
Newcastle & Hunter Region Velodrome Trust	\$25,000
Northern Beaches Indoor Sports Centre	\$23,460
North Sydney Council	\$25,000
Northern Suburbs Tennis Association Inc.	\$25,000
Northbridge Tennis Club	\$19,000
Nowra Bowling & Recreation Club Ltd	\$25,000
Orange & District Softball Assoc.	\$2,338
Orange Waratah Sports Club	\$8,358
Parramatta City Council	\$7,469
Pirates Rugby Club Inc.	\$15,000
Charlestown Youth And Community Centre	\$5,081
Police & Community Youth Clubs - Cessnock	\$25,000
Port Macquarie - Hastings Council	\$25,000

Port Macquarie Tennis Club Inc.	\$25,000
Riding for the Disabled Association (NSW)	\$4,229
Rotary Club Of Merriwa Inc.	\$17,230
Sailability NSW	\$13,900
Shoalhaven City Council	\$50,000
Strathfield Municipal Council	\$25,000
Tamworth Regional Council	\$2,874
Tarrawanna Soccer Club Inc.	\$6,095
Tenterfield And District Tennis Assoc.	\$25,000
Wallsend Football Club Inc.	\$7,950
Western Suburbs Junior Cricket Club	\$14,935
Wollongong United Football Club	\$25,000
Woonona Junior Football Club Inc.	\$8,984
Woodenbong Tennis Club Inc.	\$9,892
<b>Total paid in 2012/13</b>	<b>\$1,117,393</b>

## Sport and Recreation Participation Program

Increasing opportunities for people to become more active through participation in sport and recreation.

Active Opportunities Inc. Assoc.	\$4,000
AFL (NSW/ACT) Commission Ltd	\$9,000
AFL (NSW/ACT) Commission Ltd	\$2,500
AFL Northern Rivers Juniors Inc.	\$7,100
Ardlethan Touch Football Association Inc.	\$1,000
Armidale Archers Inc.	\$1,185
Aweil Community Association in NSW Inc.	\$8,550
Bankstown City Council	\$10,000
Barnardos Australia	\$10,000
Bay and Basin Community Resources Inc.	\$9,640
The Benevolent Society	\$9,410
Berkeley Development Association Inc.	\$6,400
Boccia NSW Inc.	\$10,000
Buxton Netball Club Inc.	\$6,000
Castle Hill RSL Club Ltd	\$6,750
Central Coast Sports Federation Inc.	\$3,500
Centacare Catholic Family Services Wagga	\$10,000
Central Tablelands Rowing Club	\$2,530
Compass Housing Services Co. Ltd	\$8,500
Condong Bowling Club Ltd	\$3,428
Cowra And District Soccer Club Inc.	\$10,000
Cricket New South Wales	\$9,500
Deniliquin Sports Park Inc.	\$4,690
Dubbo Australian Football Club Inc.	\$2,185
Ethnic Communities Council of Newcastle and Hunter	\$8,797
Eurobodalla Shire Council	\$5,000
Gilgandra Basketball Assoc. Inc.	\$2,520
Graceades Community Cottage Inc.	\$10,000
Healthy Cities Illawarra Inc.	\$10,000
Holdsworth St Communitiy Centre	\$10,000
Hunter Women's Rugby Union Inc.	\$1,500
Inverell Athletics Centre	\$1,213
Junee Shire Council	\$9,071
Keystone Community Solutions Inc.	\$10,000
Kootingal-Moonbi Amateur Swimming Club Inc.	\$2,000
Lake Cargelligo Tigers Football Netball Club	\$5,500
Lithgow Flashdragons	\$4,000
Liverpool Polish Saturday School	\$7,900
The Mandaean Womens Union in Australia Inc.	\$6,000

Manly Warringah Cricket Assoc.	\$4,990
Manly Warringah District Hockey Club	\$10,000
Mid Richmond Neighbourhood Centre Inc.	\$10,000
Moorebank Sports Soccer Club Inc.	\$5,100
Muswellbrook Shire Council	\$10,000
Newtown Breakaways	\$2,470
Norah Head Women in the Waves	\$500
Northern NSW Football	\$9,520
NSW Friendship Circle Inc.	\$9,600
NSW Snowsports	\$8,500
Parramatta City Council	\$7,525
Penrith Womens Health Centre Inc.	\$9,550
Pillars of Strength	\$9,700
Pittwater Council	\$10,000
Riding for the Disabled Association (NSW)	\$12,000
City of Ryde	\$9,500
Sailability NSW	\$10,000
Sailors With Disabilities Inc.	\$8,280
Shellharbour Swans Junior AFL Club Inc.	\$10,000
Shoalhaven District Football Assoc.	\$1,750
South East Regional Academy Of Sport	\$8,000
Sports 4 All	\$10,000
Star Basketball Recreation	\$1,350
Startts	\$2,800
Surfing Far North Coast Inc.	\$10,000
Tolland Soccer Club Inc.	\$5,000
Toukley District Cricket Club Inc.	\$2,260
Ungarie Sport & Recreation Co-Op Ltd	\$3,500
Warragamba Netball Club Inc.	\$3,525
Warrina Women's and Childrens Refuge Cooperative	\$3,030
Water Skills for Life Assoc. Inc.	\$1,500
Wellington Amateur Swimming Club Inc.	\$2,782
Wellington Netball Assoc. Inc.	\$1,525
Wheelchair Rugby League Australia Inc.	\$10,000
Willoughby City Council	\$10,000
Wilma Womens Health Centre	\$4,000
Wollondilly Junior AFL	\$4,035
Womensport & Recreation NSW	\$10,000
<b>Total paid in 2012/13</b>	<b>\$501,661</b>

## Sport and Recreation special grants

One-off and NSW Treasury-funded grants consistent with the core business of sport and recreation.

Australian Racing Drivers Club Ltd	\$2,000,000
Blacktown City Council	\$736,000
Central Coast Football <sup>1</sup>	\$1,200,000
Golf NSW Ltd <sup>2</sup>	\$30,000
Hockey NSW	\$1,500,000
Netball NSW - Facility Grant	\$13,000,000
NSW Institute Of Sport	\$1,070,000
NSW Institute of Sport	\$9,433,000
Professional Golfers Association of Australia Ltd <sup>3</sup>	\$15,000
Sydney Cricket & Sports Ground Trust	\$100,471,000
<b>Total paid in 2012/13</b>	<b>\$129,455,000</b>

<sup>1</sup> Funding from ClubGRANTS.

<sup>2</sup> Funding from Destination NSW.

<sup>3</sup> Funding from Destination NSW.

## Sport and Recreation Strategic Partnerships Program

Enabling NSW Sport and Recreation to partner with other agencies and key industry stakeholders to address priority issues and capitalise on opportunities as they arise.

Jack Newton Junior Golf Foundation	\$50,900
Kidsafe NSW Inc.	\$80,000
Lloyd McDermott Rugby Development Team	\$50,000
Pedestrian Council Of Australia Ltd	\$10,000
Shoalhaven City Council	\$60,000
Special Olympics Australia - NSW Branch	\$250,000
<b>Total paid in 2012/13</b>	<b>\$500,900</b>

## Sport Development Program

Assisting sports and peak industry bodies achieve the performance outcomes detailed in their business plans.

Access Dinghy Foundation Inc.	\$10,000
AFL (NSW/ACT) Commission Ltd	\$60,000
Amputee Golf Australia (NSW)	\$10,000
Archery Society of NSW	\$5,000
Athletics NSW	\$35,000
Australian Commonwealth Games Committee NSW Branch	\$20,000
Australian Electric Wheelchair Hockey (NSW) Inc.	\$10,000
Australian Olympic Committee	\$45,000
Australian Paralympic Committee	\$30,000
Australian Underwater Federation Inc.	\$10,000
Baseball NSW	\$55,000
Billiards & Snooker Association of NSW Inc.	\$5,000
Blind Cricket NSW	\$10,000
Blind Sporting Association of NSW	\$10,000
BMX NSW Inc.	\$15,000
Boccia NSW Inc.	\$10,000
Boxing Australia (NSW) Inc.	\$10,000
Cerebral Palsy Sporting & Recreation Association of NSW	\$10,000
Confederation of Australian Motor Sport	\$25,000
Cricket New South Wales	\$60,000
Croquet NSW Inc.	\$15,000
Cycling NSW	\$55,000
Dancesport NSW	\$10,000
Disabled Wintersport Australia	\$20,000
Diving NSW	\$20,000
Dragon Boats NSW Inc.	\$15,000
Equestrian Federation of Australia (NSW Branch)	\$48,500
Field Archery Australia (NSW Branch)	\$5,000
Football NSW Ltd	\$30,000
Football NSW Ltd	\$5,000
Golf NSW Ltd	\$60,000
Hockey New South Wales Ltd	\$55,000
Ice Racing NSW Inc.	\$5,000
Indoor Sports NSW	\$30,000
Judo Federation of Australia (NSW) Inc.	\$15,000
Karting NSW Inc.	\$15,000
Kung Fu Wushu NSW Inc.	\$5,000
Little Athletics Association of NSW	\$35,000
Masters Swimming NSW	\$20,000
Motorcycling NSW Ltd	\$55,000

Nasr (NSW & ACT) Inc.	\$15,000
Northern NSW Football	\$30,000
NSW Amateur Pistol Assoc.	\$30,000
NSW Badminton Assoc.	\$15,000
NSW Basketball Assoc.	\$55,000
NSW Bocce Federation	\$5,000
NSW Clay Target Assoc. Inc.	\$15,000
NSW Darts Council	\$10,000
NSW Endurance Riders Assoc. Inc.	\$6,500
NSW Fencing Assoc.	\$10,000
NSW Flying Disc Assoc.	\$10,000
NSW Gliding Assoc.	\$10,000
NSW Goalball	\$10,000
NSW Gymnastics Assoc. Inc.	\$55,000
NSW Handball Assoc.	\$5,000
NSW Hanggliding & Paragliding Assoc. Inc.	\$10,000
NSW Ice Hockey Assoc.	\$20,000
NSW Ice Skating	\$10,000
NSW Karate Federation Inc.	\$5,000
NSW Lacrosse Inc.	\$5,000
NSW Netball Assoc.	\$60,000
NSW Parachute Council of the Australian Parachute	\$10,000
NSW Polo Assoc.	\$10,000
NSW Rifle Assoc.	\$15,000
NSW Rugby League	\$60,000
NSW Rugby Union Ltd	\$60,000
NSW Snowsports	\$30,000
NSW Sports Federation Inc.	\$25,108
NSW Sports Federation Inc.	\$1,896
NSW Squash Ltd	\$55,000
NSW Tenpin Bowling Assoc.	\$10,000
NSW Touch Assoc.	\$55,000
NSW Water Polo Inc.	\$55,000
NSW Water Ski Federation	\$30,000
NSW Weightlifting Assoc. Ltd	\$20,000
NSW Womens Bowling Assoc. Inc.	\$30,000
NSW Wrestling Assoc. Inc.	\$15,000
Orienteering Assoc. NSW	\$20,000
Outdoor Recreation Industry Council	\$70,000
Paddle NSW Inc.	\$20,000
Polocrosse Association Of NSW	\$10,000
Power Football Australia (NSW) Inc.	\$5,000
Riding for the Disabled Association (NSW)	\$20,000
Rowing New South Wales Inc.	\$55,000
Royal NSW Bowling Assoc.	\$30,000
Sailability NSW	\$20,000
Schizophrenia Fellowship of NSW Inc.	\$10,000
Skate NSW Inc.	\$15,000
Softball NSW Inc.	\$55,000
Special Olympics Australia - NSW Branch	\$20,000
Sports 4 All	\$10,000
State Volleyball NSW Inc.	\$15,000
Surfing NSW Inc.	\$55,000
Swimming NSW Ltd	\$40,000
Table Tennis NSW Inc.	\$20,000
Tennis NSW	\$60,000
The Pony Club Association of NSW Inc.	\$55,000
Transplant Australia Ltd - NSW Branch	\$10,000
Triathlon New South Wales	\$30,000
Wheelchair Rugby League Australia Inc.	\$5,000

Wheelchair Sports NSW	\$20,000
Yachting Association of NSW	\$55,000
<b>Total paid in 2012/13</b>	<b>\$2,562,004</b>

## Strategic Skills Program grants

Providing training to upskill workers and support job seekers in developing the necessary skills to gain employment.

Academy of Training Pty Ltd	\$105,331
Access Group Training Ltd	\$64,591
Access Training Institute Pty Ltd	\$84,654
ACE North Coast Inc.	\$9,187
ACFIPS ITAB NSW Ltd	\$4,800
Active Industry Training Ltd	\$180,308
Advanced Education Australia Pty Ltd	\$32,160
Agrifood Skills Australia Ltd	\$14,539
Allegiance Investigations & Security Services Pty Ltd	\$1,216
Apex Training Solutions Pty Ltd	\$56,339
Applied Training Solutions Pty Ltd	\$95,235
Atkinson Training & Development Pty Ltd	\$838
Austrain Academy Pty Ltd	\$20,749
Australasian Education & Training Services Pty Ltd	\$110,708
Australian College of Commerce and Management Pty Ltd	\$93,138
Australian College of Professionals Pty Ltd	\$58,500
Australian Forensic Services Pty Ltd	\$28,180
Australian Health Professional Training Solutions Pty Ltd	\$51,038
Australian Institute of Financial Services & Accounting Pty Ltd	\$6,511
Australian Institute of Management NSW & ACT Training Centre Ltd	\$25,542
Australian Institute of Refrigeration Air Conditioning Heating Inc.	\$92,808
Australian Red Cross Society	\$10,487
Australian Retailers Assoc.	\$98,621
Australian Training Company Ltd	\$124,944
Auswide Projects Ltd	\$20,730
B Online Learning Pty Ltd	\$9,068
Ballina Region Community College Inc.	\$16,851
Bannister Technical Pty Ltd	\$179,396
BBT Training Australia Pty Ltd	\$42,197
BCA National Training Group Pty Ltd	\$34,637
Benchmark Resources Pty Ltd	\$102,952
Blue Visions Management Pty Ltd	\$69,868
Booroongen Djugun Aboriginal Corp.	\$14,814
Break Thru People Solutions	\$10,456
Bridgeworks Personnel Ltd	\$62,285
Brucemac Pty Ltd	\$25,900
Business Enterprise Centre Northside Ltd	\$33,535
Byron Region Community College Inc.	\$10,500
Camden Haven Community College Inc.	\$2,744
Canterbury-Hurlstone Park RSL Club Ltd	\$15,958
Carbon Training International Pty Ltd	\$108,040
Central Coast Community College	\$101,595
Cerebral Palsy Alliance	\$100,901
Charles Sturt Services Pty Ltd	\$99,540
Coates Hospitality Services Pty Ltd	\$58,684
Comet Training Pty Ltd	\$87,377
Communicare Inc	\$4,130



Community Child Care Cooperative Ltd (NSW)	\$8,752	Marrickville Community Training Centre Inc.	\$91,597
Community College-Northern Inland Inc.	\$54,965	Maxis Solutions Pty Ltd	\$40,607
Construction & Property Services Industry Skills Council Ltd	\$32,400	MBH Management Pty Ltd	\$18,900
Contour Systems Pty Ltd	\$19,556	McElvenny Ware Pty Ltd	\$28,577
Cooperative for Aborigines Ltd	\$450,769	Mobile Plant Operator Training Services Pty Ltd	\$80,032
CTPM Australasia Pty Ltd	\$67,302	Moving Mountains Pty Ltd	\$24,100
Eagle Wing Education and Training Pty Ltd	\$154,192	Murwillumbah Adult Education Centre Inc.	\$12,362
Employment & Training Australia Inc.	\$189,618	Naisda Ltd	\$83,690
Engineering Institute of Technology Pty Ltd	\$22,342	National College Australia Pty Ltd	\$117,280
Enterprise & Training Company Ltd	\$233,951	National Food Institute Pty Ltd	\$7,235
Equalis Pty Ltd	\$54,484	NORTEC Employment & Training Ltd	\$1,322
Essential Personnel Association Inc.	\$27,556	Northern Beaches Community College Inc.	\$27,117
Eurobodalla Adult Education Centre Inc.	\$54,837	Novaskill HGT Australia Ltd	\$101,581
Five Star Training Pty Ltd	\$76,806	NSW Community Services & Health Industry Training Advisory Body Inc.	\$2,400
Forestworks Ltd	\$18,530	NSW Fishing Industry Training Committee Ltd	\$150,979
Forsythes IT & Training Pty Ltd	\$49,718	NSW Public Sector Industry Training Advisory Body Inc.	\$25,421
Forsythes IT & Training Pty Ltd	\$351,420	NSW Utilities & Electrotechnology ITAB	\$26,561
Franklyn Scholar (Australia) Pty Ltd	\$18,090	Nursing Group Pty Ltd	\$98,634
Furnishing Industry Association of Australia Ltd	\$131,567	Penrith Skills for Jobs Ltd	\$46,292
Group314 Pty Ltd	\$212,007	Port Macquarie Community College Inc.	\$24,957
H&H Accredited Training Australasia Inc.	\$157,487	Professional Training Services Australia	\$36,540
Hammond Institute Pty Ltd	\$118,269	Proteen for Teens Inc.	\$7,188
Health Education and Training Institute	\$112,688	Ramsden Telecommunications Training Pty Ltd	\$12,276
Hornsby Ku-Ring-Gai Community College Inc.	\$75,347	Reach for Training Pty Ltd	\$11,865
House With No Steps	\$59,916	Real Estate Institute of NSW Ltd	\$255
Housing Industry Association Ltd	\$41,052	Recognition First Pty Ltd	\$24,313
Hume Learning Institute Pty Ltd	\$68,027	Response Employment & Training Pty Ltd	\$55,099
IDH Bricklaying Pty Ltd	\$256,213	Riverina Community College Ltd	\$100,765
Illawarra Area Child Care Ltd	\$63,419	RTV Consultancy Pty Ltd	\$56,685
Illawarra Retirement Trust	\$15,956	Safetynet Management Solutions Pty Ltd	\$1,904
Impact Training Institute Pty Ltd	\$94,152	Segla International Pty Ltd	\$17,964
Impact Training Pty Ltd	\$49,063	Service Skills Australia	\$4,200
Indigenous Training Solutions	\$89,114	Skills DMC Ltd	\$2,280
Inner West Skills Centre Inc.	\$92,353	Skillset Ltd	\$83,084
Institute of Strategic Management Pty Ltd	\$69,303	Southern Pathology Services Pty Ltd	\$48,064
Integrated Care & Management Training Pty Ltd	\$12,871	Southern Training Organisation Pty Ltd	\$18,038
ISA Kiama Pty Ltd	\$105,167	St George & Sutherland Community College Inc.	\$23,986
J2S Training Solutions Pty Ltd	\$16,830	St Patrick's Business College Ltd	\$91,979
JB Hunter Technology Pty Ltd	\$16,299	Study Group Australia Pty Ltd	\$8,759
Joblink Plus Ltd	\$80,304	Sureway Skills Training Pty Ltd	\$42,525
Julie Reid Management Pty Ltd	\$43,919	Tamworth Community College Inc.	\$9,327
Just Careers Training Pty Ltd	\$8,375	The College of Nursing	\$11,490
Karben Training Solutions Monka Pty Ltd	\$22,232	The Deaf Society of NSW	\$36,979
Kiama Community College Inc.	\$87,608	The Illawarra ITEC Ltd	\$212,326
Kirana Training Pty Ltd	\$4,370	The Parramatta College Inc.	\$2,700
Kogarah Rockdale Training Scheme Inc.	\$32,432	The Pharmacy Guild of Australia	\$20,987
Kreate Pty Ltd	\$117,598	The Quality Training Company Pty Ltd	\$21,874
Leadership Management Australia Pty Ltd	\$5,786	The Uniting Church In Australia Property Trust (NSW)	\$72,730
Leadership Success Pty Ltd	\$17,816	TLC Training Solutions Pty Ltd	\$2,521
Learning Lab Pty Ltd	\$270,320	Tomaree Community College Inc.	\$6,291
Learning Sphere Training Solutions Pty Ltd	\$66,603	Transformed Pty Ltd	\$14,150
Lennox Institute Pty Ltd	\$72,435	Transport and Logistics Industry Skills Council Ltd	\$3,000
Lexon Industries Pty Ltd	\$64,787	Transport Industries Skills Centre Inc.	\$41,070
Macarthur Community College Inc.	\$1,193	Transqual Pty Ltd	\$19,677
Macarthur Group Training Ltd	\$511,708	Trustee for The Salvation Army (NSW) Property Trust	\$159,291
Macquarie Community College	\$9,204	Tursa Employment & Training Inc.	\$46,075
Macquarie Employment Training Service Inc.	\$53,603	UNE Partnerships Pty Ltd	\$46,658
Mai-Wel Ltd	\$38,814	UPC Pty Ltd	\$84,582
Management Consultancy International Pty Ltd	\$53,964	Verto Ltd	\$14,900
Manufacturing Skills Australia	\$18,662		

Vocational Training Australia Pty Ltd	\$324
Waverly Action for Youth Services Inc.	\$69,427
Work Savvy Pty Ltd	\$40,947
Workers Educational Association (Hunter)	\$134,871
Workers Educational Association (Illawarra)	\$25,912
Yarnteen College Inc.	\$20,336
YWCA NSW	\$29,065
<b>Total paid in 2012/13</b>	<b>\$10,711,630</b>

### Timebanking trial grants

Funding the ongoing implementation of the timebanking trial established under the *NSW Volunteering Strategy*.

Hunter Volunteer Centre Inc.	\$125,000
Volunteering Central Coast Inc.	\$125,000
<b>Total paid in 2012/13</b>	<b>\$250,000</b>

### Training Places for Single and Teenage Parents grants

Improving the job readiness of single and teenage parents.

Access Group Training Ltd	\$19,110
Access Training Institute Pty Ltd	\$6,683
ACE North Coast Inc.	\$30,000
Alstonville Ballina Community College	\$30,000
Australian Retailers Association	\$4,183
Byron Region Community College Inc.	\$30,000
Camden Haven Community College Inc.	\$30,000
Central Coast Community College	\$30,000
Coffs Coast Community College Inc.	\$30,000
Community College-Northern Inland Inc.	\$60,000
Eurobodalla Adult Education Centre Inc.	\$50,000
Forster Tuncurry Community College Inc.	\$30,000
Indigenous Training Solutions	\$10,420
Kiama Community College Inc.	\$50,000
Learning Sphere Training Solutions Pty Ltd	\$6,863
Macquarie Community College	\$80,000
Nepean Community College Inc.	\$50,000
Novskill HGT Australia Ltd	\$6,018
Port Macquarie Community College Inc.	\$50,000
Riverina Community College Ltd	\$50,000
Singleton Community College Inc.	\$30,000
St George & Sutherland Community College Inc.	\$50,000
Taree Community College Inc.	\$30,000
The Parramatta College Inc.	\$50,000
Tomaree Community College Inc.	\$30,000
Verto Ltd	\$60,000
Western College Inc.	\$60,000
Workers Educational Association (Hunter)	\$50,000
Workers Educational Association (Illawarra)	\$50,000
<b>Total paid in 2012/13</b>	<b>\$1,063,277</b>

### VET in schools consortium grants

Consortium of independent and Catholic schools, the Board of Studies NSW, TAFE NSW and the Department of Education and Communities to raise the quality and expand the delivery of school-based VET.

Association of Independent Schools	\$1,097,886
Catholic Education Commission NSW	\$1,684,294
<b>Total paid in 2012/13</b>	<b>\$2,782,180</b>

### VET in Schools Program grants

Purchasing externally-delivered VET courses for secondary students.

Apprentices Plus Pty Ltd	\$200,000
Apprentices Trainees Employment Ltd	\$180,000
Association of Independent Schools	\$2,698,963
Australian Training Co. Ltd	\$36,000
Catholic Education Commission NSW	\$960,346
ECA Training Pty Ltd	\$36,000
GTES Riverina Group Training & Employment Ltd	\$67,200
Hospitality Training Network of NSW Ltd	\$67,200
Hume Employment Service Ltd	\$12,800
Hunter Valley Training Co. Pty Ltd	\$36,000
Macarthur Group Training Ltd	\$28,800
Manufacturing Industry Group Apprenticeship Scheme Inc.	\$36,000
Master Plumbers Apprentices Ltd	\$32,000
Novskill HGT Australia Ltd	\$38,400
NSW Business Chamber Ltd	\$60,000
Sydney Training & Employment Ltd	\$24,000
TABMA Training Pty Ltd	\$36,000
WPC Group Ltd	\$72,000
<b>Total paid in 2012/13</b>	<b>\$4,621,709</b>

### Youth assistance strategies grants

Developing programs designed to prevent youth from disengaging from school and education.

Anglicare Canberra & Goulburn	\$180,566
Arab Council Australia Inc.	\$191,769
Auswide Projects Ltd	\$70,654
Barnardos Australia	\$48,500
Bellambi Neighbourhood Centre Inc.	\$71,657
Beyond Empathy Ltd	\$50,000
Blacktown Youth Services Assoc.	\$136,562
Bogal Local Aboriginal Land Council	\$50,000
Break Thru People Solutions	\$204,947
Byron Youth Service Inc.	\$118,759
Campbell Page Ltd	\$219,812
Carewest Inc.	\$25,000
Centacare Diocese of Wilcannia - Forbes	\$227,286
Centre for Ecological Learning Inc.	\$50,000
Cessnock District Learning Centre Inc.	\$140,816
Community Links Wollondilly Inc.	\$36,600
Coonamble Shire Council	\$25,000
Cowra Shire Council	\$40,994
Cringila Community Cooperative	\$49,032
EACH	\$140,816

Employment & Training Australia Inc.	\$146,478
Enterprise & Training Co. Ltd	\$44,534
Eurobodalla Shire Council	\$50,000
Goulburn Mulwaree Council	\$49,862
Granville Multicultural Centre Inc.	\$131,211
Griffith Skills Training Centre Ltd	\$49,300
Inner West Skills Centre Inc.	\$293,511
Khmer Community of NSW Inc.	\$92,319
Kiama Council	\$50,000
Life Without Barriers	\$50,000
Liverpool Districts Neighbourhood Centres Assoc. Inc.	\$142,543
Macarthur Disability Services	\$50,000
Macarthur Diversity Services Initiative	\$129,853
Macarthur Diversity Services Initiative Inc.	\$50,000
Maitland Youth Development Unit	\$68,681
Mamre Plains Ltd	\$139,494
Marist Youth Care	\$50,000
Marrickville Community Training Centre Inc.	\$501,453
Marrickville Youth Resource Centre	\$115,906
Mission Australia	\$808,303
Multicultural Communities Council of Illawarra Inc.	\$152,160
Murdi Paaki Regional Enterprise Corporation Ltd	\$93,580
MusicNSW Inc.	\$10,870
Narrandera Shire Council	\$96,011
Nepean Community and Neighbourhood Services	\$25,000
New School of Arts Neighbourhood House Inc.	\$98,997
Newcastle City Council - The Loft Youth Arts and Cultural Centre	\$ 9,580
Nortec Employment & Training Ltd	\$110,782
North St Marys Neighbourhood Centre Inc.	\$111,388
Northern Beaches Business Education Network Inc.	\$311,134
Northnet Inc.	\$53,538
OCTEC Ltd	\$209,020
Open Family Australia Inc.	\$47,292
PCYC - Mt Drutt Police Citizens Youth Clubs NSW Ltd	\$163,648
Penrith Skills for Jobs Ltd	\$170,349
Port Macquarie Community College Inc.	\$61,546
Queanbeyan City Council	\$90,981
Regional Youth Support Services	\$42,000
Riverina Eastern Regional Organisation of Councils	\$50,000
Riverwood Community Centre Inc.	\$215,569
Robinson Education Centre Inc.	\$28,554
Rosemount Good Shepherd Youth & Family Services	\$39,333
Rugby Youth Foundation	\$50,000
Somali Welfare and Cultural Assoc.	\$40,600
Southern Youth & Family Services Assoc.	\$68,663
St George Youth Service Inc.	\$57,294
STARTTS	\$45,950
The Parks Community Network Inc.	\$108,980
The Uniting Church In Australia Property Trust (NSW)	\$78,523
Trustee for The Salvation Army (NSW) Property Trust	\$313,372
Uniting Church Property Trust (NSW) Wesley Mission	\$55,680
Upper Hunter Shire Council	\$39,660
Vietnamese Community In Australia, NSW Chapter Inc.	\$33,790
Wagga Wagga City Council	\$50,000
Warringah Council	\$50,000
Warrumbungle Shire Council	\$30,446
WEAVE Youth Family Community Inc.	\$50,000
Weave Youth Family Community Inc. Waterloo	\$231,113
Western College Inc.	\$54,755

Western Sydney Training & Education Centre Inc.	\$161,036
Wollongong City Council	\$98,473
Workers Educational Assoc. - Hunter	\$268,701
Young Shire Council	\$26,000
Youth Action and Policy Assoc. (YAPA) Inc.	\$50,000
Youth Connections North Coast Inc.	\$90,633
Youthconnections.com.au	\$38,036
YWCA NSW	\$336,530
<b>Total paid in 2012/13</b>	<b>\$9,711,786</b>

## Youth Week grants

Supporting the delivery of Youth Week in NSW by providing funding to local government councils for local projects.

Albury City Council	\$1,538
Armidale Dumaresq Council	\$1,538
Ashfield Council	\$1,538
Auburn Council	\$2,306
Ballina Shire Council	\$1,538
Balranald Shire Council	\$1,230
Bankstown City Council	\$3,335
Bathurst Regional Council	\$1,538
Bega Valley Shire Council	\$1,912
Bellingen Shire Council	\$1,230
Berrigan Shire Council	\$1,230
Blacktown City Council	\$3,750
Bland Shire Council	\$1,230
Blayney Shire Council	\$1,230
Blue Mountains Council	\$1,845
Bogan Shire Council	\$1,230
Bombala Council	\$1,593
Boorowa Council	\$1,775
Botany Bay City Council	\$1,538
Bourke Shire Council	\$1,230
Brewarrina Shire Council	\$1,230
Broken Hill City Council	\$1,230
Burwood Council	\$1,538
Byron Shire Council	\$1,912
Cabonne Council	\$1,230
Camden Council	\$1,845
Campbelltown City Council	\$3,075
Canterbury City Council	\$2,460
Carrathool Shire Council	\$1,230
Central Darling Shire Council	\$1,230
Cessnock Council	\$2,219
City Of Canada Bay Council	\$1,845
City Of Ryde	\$2,306
City Of Sydney	\$3,075
Clarence Valley Council	\$1,538
Cobar Shire Council	\$1,230
Coffs Harbour City Council	\$1,845
Conargo Shire Council	\$1,230
Coolamon Shire Council	\$1,230
Cooma Monaro Shire Council	\$1,830
Coonamble Shire Council	\$1,912
Cootamundra Shire Council	\$1,230
Corowa Shire Council	\$1,912
Cowra Shire Council	\$1,230

Deniliquin Council	\$1,230	Oberon Council	\$1,230
Dubbo City Council	\$2,219	Orange City Council	\$1,538
Dungog Shire Council	\$1,612	Palerang Council	\$1,230
Eurobodalla Shire Council	\$1,912	Parkes Shire Council	\$1,912
Fairfield City Council	\$3,757	Parramatta City Council	\$3,075
Forbes Shire Council	\$1,912	Penrith City Council	\$3,075
Gilgandra Council	\$1,230	Pittwater Council	\$1,538
Glen Innes Severn Shire Council	\$1,230	Port Macquarie-Hastings Council	\$1,845
Gloria Lo	\$1,000	Port Stephens Council	\$1,845
Gloucester Shire Council	\$1,230	Queanbeyan City Council	\$1,538
Gosford City Council	\$3,075	Randwick City Council	\$3,075
Goulburn Mulwaree Council	\$1,230	Richmond Valley Council	\$1,230
Great Lakes Council	\$1,230	Rival Web Design	\$4,282
Greater Hume Shire Council	\$1,866	Rockdale Council	\$2,306
Greater Taree City Council	\$1,810	Shellharbour City Council	\$1,845
Griffith City Council	\$1,230	Shoalhaven City Council	\$2,245
Gundagai Council	\$1,530	Singleton Council	\$1,230
Gunnedah Shire Council	\$1,690	Snowy River Shire Council	\$1,867
Guyra Shire Council	\$1,230	Strathfield Municipal Council	\$1,538
Gwydir Shire Council	\$1,912	Sutherland Shire Council	\$3,075
Harden Shire Council	\$1,230	Tamworth Regional Council	\$2,527
Hawkesbury City Council	\$1,845	Temora Shire Council	\$1,230
Hay Shire Council	\$1,230	Tenterfield Shire Council	\$1,230
Holroyd City Council	\$2,306	The Hills Shire Council	\$3,075
Hornsby Shire Council	\$3,075	Tumbarumba Shire Council	\$1,230
Hunters Hill Council	\$1,230	Tumut Shire Council	\$1,912
Hurstville City Council	\$1,845	Tweed Shire Council	\$1,845
Inverell Shire Council	\$1,230	Upper Hunter Shire Council	\$1,912
Jerilderie Shire Council	\$1,230	Upper Lachlan Shire Council	\$1,230
Junee Shire Council	\$1,230	Uralla Shire Council	\$1,230
Kempsey Shire Council	\$1,230	Urana Shire Council	\$1,912
Kiama Municipal Council	\$1,230	Wagga Wagga City Council	\$1,845
Kogarah City Council	\$1,845	Wakool Shire Council	\$1,230
Ku-Ring-Gai Council	\$2,460	Walcha Council	\$1,230
Kyogle Council	\$1,730	Walgett Shire Council	\$1,685
Lachlan Shire Council	\$1,630	Warren Shire Council	\$1,230
Lake Macquarie City Council	\$3,075	Warringah Council	\$2,460
Lane Cove Council	\$1,538	Warrumbungle Shire Council	\$1,230
Leeton Shire Council	\$1,230	Waverley Council	\$1,538
Leichhardt Council	\$1,538	Weddin Shire Council	\$1,230
Lismore City Council	\$1,538	Wellington Council	\$1,230
Lithgow City Council	\$1,230	Wentworth Shire Council	\$1,745
Liverpool City Council	\$3,075	Willoughby City Council	\$1,845
Liverpool Plains Shire Council	\$1,230	Wingecarribee Shire Council	\$1,538
Lockhart Shire Council	\$1,894	Wollondilly Shire Council	\$2,151
Maitland City Council	\$1,845	Wollongong City Council	\$3,075
Manly Council	\$1,538	Woollahra Municipal Council	\$1,538
Marrickville Council	\$1,845	Wyong Shire Council	\$3,075
Mid Western Regional Council	\$1,230	Yass Valley Council	\$1,230
Moree Plains Shire Council	\$1,230	Young Shire Council	\$1,230
Mosman Municipal Council	\$1,230	<b>Total paid in 2012/13</b>	<b>\$269,220</b>
Murray Council	\$1,230		
Murrumbidgee Shire Council	\$1,712		
Muswellbrook Shire Council	\$1,230		
Nambucca Shire Council	\$1,625		
Narrabri Shire Council	\$1,230		
Narrandera Shire Council	\$1,230		
Narromine Shire Council	\$1,230		
Newcastle City Council	\$3,075		
North Sydney Council	\$1,538		

## Appendix 22: Research and evaluation

This appendix provides an overview of the Department's research and evaluation program.

**Table 29:** Research and evaluation programs (2013)

Name of research	Funding allocated	Status / date to be completed
<i>Aboriginal Participation in Construction Guidelines</i> evaluation	\$49,995	Completed
Aspirations longitudinal study	\$35,000	December 2015
<i>Climate Clever Energy Savers Program</i> evaluation	\$80,000	February 2014
<i>Connected Classrooms Program</i> evaluation	\$10,330	Completed
<i>Connecting to Country</i> program evaluation	\$292,006	Completed
<i>Creating the Conditions for Collective Impact</i> (ARC linkage project)	\$10,000	December 2015
Cross-sectoral impact survey	\$312,450	April 2014
<i>Dymocks Book Bank</i> pilot program assessment	\$12,000	Completed
eBackpack trial evaluation (released under the Connected Classrooms Program)	\$30,000	Completed
<i>Education Neglect</i> pilot evaluation	\$80,000	June 2014
Family occupation and education index research	\$18,500	February 2013
Galupa (pathway program for Aboriginal students) evaluation	\$10,000	July 2014
<i>Junior Sport Recruitment Program</i> evaluation	\$70,000	Completed
<i>Keep Them Safe</i> education initiatives evaluation	\$179,908	Completed
Kempsey place-based sport and recreation evaluation	nil	Completed
<i>Kids Excel</i> phase 2 program evaluation	\$60,000	Completed
<i>Kids in Communities</i> (ARC linkage project)	\$15,000	December 2016
Low socio-economic status school external partnership evaluation	\$643,225	December 2017
Low socio-economic status staffing management and accountability evaluation	\$498,300	November 2014
Mapping language study in NSW schools and case studies of two languages and two local government areas	\$22,000	December 2014
<i>National Partnership for Improving Teacher Quality</i> evaluation	\$693,400	June 2014
<i>National Partnership on Literacy and Numeracy</i> evaluation	\$589,400	February 2014
Newly-identified persons in the census	\$11,000	Completed
<i>Norta Norta</i> evaluation	\$44,000	Completed
<i>NSW Volunteering Strategy</i> evaluation	\$100,000	Completed
<i>Proud Schools</i> pilot evaluation	\$60,000	Completed
Public schools kitchen gardens pilot program evaluation	\$20,000	Completed
Regional academies of sport review	nil	January 2014
<i>Rethinking Multiculturalism, Reassessing Multicultural Education</i> research	nil	Completed
Student support officer initiative review	\$170,000	June 2014
<i>Tell Them From Me</i> student survey evaluation	\$73,308	May 2014
Transition of refugee students from intensive English centres to high schools research	\$7,482	Completed
<i>Youth Excel</i> phase 2 program evaluation	\$60,000	Completed

## Appendix 23: Complaints and feedback

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 NSW Anti-Discrimination Board have also been included.

### Early childhood education and care

In line with the Department's complaint policies, the Department's Early Childhood Education and Care directorate provides specific information about how to make an enquiry or a complaint in all correspondence, including contact phone numbers and email addresses.

Complaints and feedback received in 2013 related mainly to the new assessment and rating processes for early childhood education and care services under the *National Quality Framework* and applications for approval to operate as a service.

The information from these complaints was used to inform improvements to processes in 2013, including improved moderation procedures for the assessment and rating of services, better data collection to enable improved management of workflows and streamlined measures for the processing of applications.

### NSW 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 NSW Public Schools website.

### TAFE NSW

TAFE NSW is committed to enhancing customer service and attempts to resolve complaints and disputes informally through negotiation wherever possible. In 2013, TAFE NSW received 948 formal complaints (similar to the number of complaints received in 2012). In 2013, there was an eight per cent reduction in more serious complaints (category 2) (see table 30).

In 2013, TAFE NSW and its institutes implemented a range of operational improvements in response to internal reviews and feedback from staff, students and customers, including:

- additional/enhanced staff training in customer service, class management, communication, mentoring, coaching and team building
- improved campus facilities management and additional parking, cafeterias and lifts
- improved online policy and process including strengthened social media guidelines and implementation of customer relations management systems
- improved provision of course information.

## NSW Adult Migrant English Service (AMES)

In 2013, NSW AMES managed eleven complaints and appeals from clients (see table 31).

The AMES made a number of improvements as a result of complaints or suggestions received, including:

- NSW AMES trialed and subsequently instigated a shorter, more intensive option for the two-day Skillmax course
- Skillmax resources will undergo ongoing review to incorporate client feedback
- appeals from taxi driver clients were reviewed to ensure compliance with assessment requirements and the professional code.

**Table 30:** Complaints received by TAFE NSW (2013)

	Number of complaints		
	Received	Resolved	Carried over to 2014
<b>General complaints</b> (category 1) (eg delays and inefficiencies) Action: Remedy and system improvement	515	491	24
<b>Serious complaints</b> (category 2) (eg unreasonable or unfair behaviour) Action: Negotiation	369	299	70
<b>Alleged unlawful behaviour</b> (category 3) (eg conduct alleged to be corrupt or illegal) Action: Investigation	64	42	24
<b>Total</b>	<b>948</b>	<b>832</b>	<b>118</b>

**Table 31:** Complaints received by NSW Adult Migrant English Service (AMES) (2013)

	Number of complaints		
	Received	Resolved	Carried over to 2014
<b>General complaints</b> (category 1) (eg delays and inefficiencies) Action: Remedy and system improvement	11	11	nil
<b>Serious complaints</b> (category 2) (eg unreasonable or unfair behaviour) Action: Negotiation	nil	nil	nil
<b>Alleged unlawful behaviour</b> (category 3) (eg conduct alleged to be corrupt or illegal) Action: Investigation	nil	nil	nil
<b>Total</b>	<b>11</b>	<b>11</b>	<b>nil</b>

# Appendix 24: Public access to government information

## Accessing records held by the Department

In compliance with the *Government Information (Public Access) Act 2009*, the Department makes information it holds available in several ways.

The Department's agency information guide is updated regularly and published on the Department's website at [www.det.nsw.edu.au/about-us/information-access](http://www.det.nsw.edu.au/about-us/information-access). 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 which is available, but not published on the website.

The Department's website contains open-access information, as required by section 18 of the Act and clause 5 of the *Government Information (Public Access) 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 at [www.det.nsw.edu.au/about-us/information-access/how-to-access-information](http://www.det.nsw.edu.au/about-us/information-access/how-to-access-information). 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](mailto:iaunit@det.nsw.edu.au)

## 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 Act. 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, 49 items of new information were proactively released and 58 existing items were updated, providing the public with the most current information on topics relating to the Department's operations.

The disclosure log records information released under formal release decisions which the Department considers may be of interest to the general public. The Department's disclosure log is published as part of the agency information guide and 34 new matters were added in 2013.

## Access applications received and decided in 2013

Statistical data about completed access applications received by the Department in 2013 is provided in the following tables, and complies with clause 7(d) and Schedule 2 of the Regulation. There were 267 access applications received by the Department in 2013 (including withdrawn applications but not invalid applications).



There were 47 access applications received in 2013 that the Department refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information to which there is conclusive presumption of overriding public interest against disclosure). The Department refused access to information in full three times, and in part 44 times under Schedule 1. Table 35 sets out the number of refusals under each category. More than one reason for refusal may apply in respect of a particular access application.

Access was refused in part 168 times and in full seven times for one or more public interest reasons listed in section 14 of the Act because, on balancing the considerations for and against release, there was an overriding public interest against disclosing the information. Statistical information is shown in table 36. Again, more than one reason for refusal may apply in respect of an access application.

**Table 32:** Number of access applications by type of applicant and outcome (completed & discontinued valid applications) (1 January 2013 - 31 December 2013) (GIPA Regulation 2009, Schedule 2 Table A)

	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	3	2	0	0	0	0	2	3	1	1		12
Members of Parliament	6	3	3	1	0	2	0	0	0	0		15
Private sector business	2	1	1	0	0	0	1	0	1	0		6
Not for profit organisations or community groups	5	1	0	0	0	1	0	1	0	0		8
Members of the public (application by legal representative)	35	49	0	10	0	1	0	5	1	7	2	110
Members of the public (other)	38	72	3	5	2	6	0	7	0	10	5	148
<b>Total</b>	<b>89</b>	<b>128</b>	<b>7</b>	<b>16</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>16</b>	<b>4</b>	<b>19</b>	<b>8</b>	<b>299</b>

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. This also applies to Table 33.

**Table 33:** Number of access applications by type of application and outcome (1 January 2013 - 31 December 2013) (GIPA Regulation 2009, Schedule 2 Table B)

	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 <sup>1</sup>	62	112	3	15	1	1	0	8	1	15	7	225
Access applications (other than personal information applications)	27	16	4	1	1	9	0	8	3	4	1	74
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0	0	0

<sup>1</sup> 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).

**Table 34:** Invalid applications (1 January 2013 - 31 December 2013)  
(GIPA Regulation 2009, Schedule 2 Table C)

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	77
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	77
<b>Invalid applications that subsequently became valid applications</b>	<b>51</b>

**Table 35:** Conclusive presumption of overriding public interest against disclosure: Matters listed in Schedule 1 of the Act (1 January 2013 - 31 December 2013) (GIPA Regulation 2009, Schedule 2 Table D)

	Number of times consideration used
Overriding secrecy laws	3
Cabinet information	1
Executive Council information	0
Contempt	3
Legal professional privilege	33
Excluded information	2
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	5
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Note: 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). This also applies in relation to Table 36.

**Table 36:** Other public interest considerations against disclosure: matters listed in table to section 14 of the Act (1 January 2013 - 31 December 2013) (GIPA Regulation 2009, Schedule 2 Table E)

	Number of occasions when applicant was not successful
Responsible and effective government	64
Law enforcement and security	6
Individual rights, judicial processes and natural justice	99
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 37:** Timeliness (1 January 2013 - 31 December 2013) (*GIPA Regulation 2009, Schedule 2 Table F*)

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	289
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	1
<b>Total</b>	<b>291</b>

**Table 38:** Number of applications reviewed under part 5 of the Act (by type of review and outcome) (1 January 2013 - 31 December 2013) (*GIPA Regulation 2009, Schedule 2 Table G*)

	Decision varied	Decision upheld	s.93 Internal Review	Others	Total
Internal review	4	5	N/A	N/A	9
Review by Information Commissioner <sup>1</sup>	1	3	4	0	8
Internal review following recommendation under section 93 of Act	3	0	0	1	4
Review by ADT (now the NSW Civil and Administrative Tribunal)	2	5	0	5	12
<b>Total</b>	<b>10</b>	<b>13</b>	<b>4</b>	<b>6</b>	<b>33</b>

<sup>1</sup> 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.

**Table 39:** Applications for review under Part 5 of the Act (by type of applicant) (1 January 2013 - 31 December 2013) (*GIPA Regulation 2009, Schedule 2 Table H*)

	Number of applications for review
Applications by access applicants	33
Applications by persons to whom information the subject of access application relates <sup>2</sup>	0

<sup>2</sup> See section 54 of the Act

# Appendix 25:

## Privacy and personal information protection

### Privacy Management Plan

In 2013, the Department amended its *Privacy Management Plan* to reflect changes in policy and procedures impacting on compliance with privacy legislation. The amended plan is published on the Department's website and intranet.

Over 100 staff from across the State attended a privacy seminar in June 2013. The seminar addressed a number of issues, with a focus on exceptions and modifications to privacy principles and privacy issues in the online world.

Staff can access information about compliance with legal and regulatory guidelines from the Department's intranet. Information is also disseminated by way of training and information sessions, and the telephone advice service provided by the Department's Legal Services directorate.

### Applications for internal review

In 2013, the Department received 16 applications for internal review. Ten were from current or former employees. Two were lodged by parents on behalf of students attending NSW public schools and four applications were made by members of one family in a school community.

Six internal reviews were completed in the year. One review concluded that the Department's conduct was in contravention of section 12(c) and section 14 of the *Privacy and Personal Information Protection Act 1998* and the corresponding provisions of the *Health Records and Information Privacy Act 2002*. The applicant was offered a written apology and a systems improvement was recommended for the transfer of personal files within the Department.

### Requests for alteration of personal information

One request for alteration of personal information under section 15 of the *Privacy and Personal Information Protection Act 1998* was actioned during the year. The applicant's statement of the amendment sought was attached to all copies of the information held by the Department.

### Administrative Decisions Tribunal

Three applications for external review were made to the Administrative Decisions Tribunal (now the NSW Civil and Administrative Tribunal). Two matters are listed for hearing and the third was withdrawn.

## 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:

- paper products
- office consumables (eg toner cartridges)
- vegetation and landscaping material
- construction and demolition material.

In 2013, the Department submitted its WRAPP report to the NSW Office of Environment and Heritage. The WRAPP reporting requirements are currently under review through the new *NSW Government Resource Efficiency Policy*. Once approved, waste reporting under the new policy will replace the current WRAPP reporting requirements.

The decrease in the procurement of paper is due to the increasing use of non-contracted suppliers as a result of the *Local Schools, Local Decisions* initiative. Only contracted suppliers are obliged to provide reports on sales and recycled content. In regard to the known purchases, the percentage of paper purchased with recycled content decreased between 2010/11 and 2012/13. This is due to the higher cost of recycled paper.

The decrease in quantity of toners purchased is likely due to the managed print service models. These models ensure toners are shipped automatically based on remote monitoring of print demand. The increase in the number of remanufactured toners purchased is driven mainly by price. This is offset by the lower yield of these toners compared to the original brands (see table 40).

In 2012/13, a number of initiatives helped to improve the Department's performance in reducing waste and improving recycling, including increasing awareness of the benefits of recycling toner cartridges through the Department's managed print service models. These models ensure information on recycling programs is issued with each purchase. With a recycling service now available we can identify that 48 per cent of used toner cartridges were recycled.

We also continued to implement waste minimisation strategies with the NSW Department of Finance and Services, particularly in relation to capital works programs. This resulted in a 36 per cent increase in construction and demolition waste recycled.

Future actions will focus on:

- incorporating waste efficiency targets and targets for products with recycled content under the proposed *NSW Government Resource Efficiency Policy* into Department policy
- incorporating waste minimisation and reporting criteria in new contracts being tendered
- continuing to promote recycling of paper, toner cartridges and recycling of e-waste through the use of appropriate contracts.

The Department's Office of Communities met the NSW Government's target for a minimum of 85 per cent of all copy paper to contain recycled content. Land and construction purchases were 54 per cent recycled content. We continued to work with the NSW Office of Environment and Heritage under the sustainability advantage program to export excess stable waste from the Equestrian Centre to a recycling source.

NSW Sport and Recreation has completed eight audits to identify energy saving measures. Energy efficiency upgrades are being implemented at the Sydney Academy of Sports in Narrabeen and the Winter Academy of Sports in Jindabyne.

**Table 40:** Purchasing of materials with and without recycled content, and waste recycled by NSW public schools and TAFE NSW institutes (2010/11 and 2012/13)

	Total quantity purchased			Total quantity purchased with recycled content			Percentage waste recycled (%)		
	2010/11	2012/13	% change	2010/11	2012/13	% Change	2010/11	2012/13	% change
Paper (reams)	1,644,636	1,386,118	-16%	707,176	184,994	-74%	75%	10%	-85%
Toners	29,909	21,997	-26%	598	1099	46%	N/A	48%	N/A
Construction and demolition (tonnes)	972,036	7,264	-99%	247,714	5,187	-98%	58%	94%	36%

## Appendix 27: Sustainability

The Department operates in compliance with the *NSW Government Sustainability Policy* which requires all budget-dependent NSW Government agencies to report on their energy consumption annually. This reporting requirement ended in July 2012.

The NSW Office of Environment and Heritage is preparing a new *NSW Government Resource Efficiency Policy* which will inform future reporting for the Department. The NSW Department of Finance and Services has been engaged to provide compliant sustainability reports for the Department. (See table 40)

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. Our annual energy cost and consumption for the 2012 calendar year was \$102.6 million and 1,945,458 GJ. Total energy consumption decreased by 2.5 per cent, but the cost increased by approximately \$15 million (17.4 per cent) due to increasing electricity prices. The Department's CO<sub>2</sub> emissions decreased by three per cent (12,982 tonnes) between 2011 and 2012.

The Department's *Energy Management Plan* sets targets and strategies to achieve the goals set out in the *NSW Government Sustainability Policy*. The Department's target for greenhouse gas emissions was 116 per cent of 2000 levels by 2010/11. In 2012, the total building emissions totalled 413,293 tonnes of CO<sub>2</sub>. This is 120 per cent of 2000 levels.

**Table 41:** Energy consumption, CO<sub>2</sub> emissions and costs (excluding Office of Communities) (2010 - 2012)

	2010	2011	2012	% change (2010-2012)
<b>Total energy consumed</b>				
Stationary energy total (GJ)	1,943,211	1,884,030	1,835,239	-5.6%
Transport energy total (GJ)	115,898	111,657	110,219	-4.9%
Total (GJ)	2,059,613	1,995,687	1,945,458	-5.5%
<b>CO2 emissions</b>				
Stationary energy total (tonnes)	451,359	426,178	413,293	-8.4%
Transport energy total (tonnes)	8,553	8,248	8,151	-4.7%
Total (tonnes)	459,912	434,426	421,444	-8.3%
<b>Cost</b>				
Stationary energy total	\$78,988,646	\$84,345,211	\$98,534,539	24.7%
Transport energy total	\$3,954,190	\$3,144,513	\$4,137,447	4.6%
<b>Total</b>	<b>\$82,942,836</b>	<b>\$87,489,724</b>	<b>\$102,671,986</b>	<b>23.8%</b>

**Table 42:** Transport energy consumption (2010 - 2012)

	2010	2011	2012	% change (2010 - 2012)
<b>Transport &gt; 3.5 Tonnes</b>				
Energy consumed (GJ)	5,421	5,777	6,206	14.5%
Diesel oil (L)	140,250	149,663	160,767	14.6%
Number of vehicles	n/a	70	n/a	n/a
KPI (MJ/vehicle)	73,263	45,488	n/a	n/a
Distance travelled (km)	684,615	721,884	853,853	24.7%
KPI (MJ/km)	n/a	n/a	7.27	n/a
<b>Transport &lt; 3.5 tonnes</b>				
Energy consumed (GJ)	11,840	12,066	11,648	-1.6%
Diesel oil (L)	123,834	150,945	152,632	23.3%
E-10 (biofuel) (L)	101,759	109,779	103,324	1.5%
Gasoline (L)	76,863	55,869	55,440	-27.9%
LPG (L)	40,569	26,521	16,794	-58.6%
Number of vehicles	n/a	180	n/a	n/a
KPI (MJ/vehicle)	35,987	23,383	n/a	n/a
Distance travelled (km)	2,403,846	2,618,686	2,528,327	5.2%
KPI (MJ/km)	4.93	4.07	4.61	-6.5%
<b>Passenger vehicles</b>				
Energy consumed (GJ)	98,636	93,814	92,366	-6.4%
Diesel oil (L)	195,489	197,150	196,985	0.8%
E-10 (biofuel) (L)	1,344,562	1,540,991	1,545,824	15.0%
Gasoline (L)	1,226,206	958,479	936,154	-23.7%
LPG (L)	177,448	92,250	60,277	-66.0%
Number of vehicles	n/a	1,780	n/a	n/a
KPI (MJ/vehicle)	23,819	14,535	n/a	n/a
Distance travelled (km)	26,594,699	28,602,953	28,157,630	5.9%
KPI (MJ/km)	3.71	3.28	3.28	-11.6%
<b>Totals</b>				
<b>Total energy consumption (GJ)</b>	<b>115,897</b>	<b>111,657</b>	<b>110,219</b>	<b>-4.9%</b>
<b>Total distance travelled (km)</b>	<b>29,683,160</b>	<b>31,943,523</b>	<b>31,539,810</b>	<b>6.3%</b>

The Department's annual water consumption across the Sydney metropolitan area is detailed below.

**Table 43:** Water consumption (2010 - 2012)

	2010	2011	2012
Student numbers	415,778	418,780	436,209
Total water consumption (kL)	3,649,540	3,862,012	3,706,038
Average water consumption per student (kL)	8.8	9.2	8.5

Source: NSW Public Works analysis of Sydney Water data. Notes: Sydney metropolitan area only. Does not include Office of Communities.



## Current and future actions

All schools purchase six per cent green power generated by renewable methods. Under the Commonwealth's *National Solar Schools Program*, 521 schools have installed solar panels on their roofs. A further 930 schools installed solar systems under the Commonwealth's *Building the Education Revolution* program, the Department's capital works and school-funded installations.

All building designs delivered by the Department's capital works achieved a Green Star performance of between 4–5 stars for indoor environment quality and predicted greenhouse gas emissions.

Between 2010 and 2013, the \$5 million *Climate Clever Energy Savers* program promoted energy savings projects developed by school students. Over 1,450 schools supported energy management and reporting through the Webgraphs online tool. The Department has also trialled proprietary power management software for computer equipment.

The Department will be undertaking a number of initiatives to further improve its energy performance, including:

- reviewing energy efficiency targets in accordance with the new *NSW Government Resource Efficiency Policy*
- benchmarking school energy performance through a National Australian Built Environmental Ratings Scheme (NABERS) star rating tool
- investigating funding of energy efficiency projects in schools and TAFE institutes via the NSW Treasury Energy Efficiency Loan Fund, energy performance contracts and other mechanisms
- continuing to implement the Department's *Thermal Comfort and Energy Efficiency Framework* by fitting roof insulation, high-performance window filming, sun screens and ventilation following a successful trial in 13 schools
- continuing to replace old existing T12 rapid start light fittings with more energy efficient T5 lights
- undertaking a trial into the implementation of a life cycle costing initiative which seeks to make three high schools and two public schools carbon neutral or 30 per cent more energy efficient.

## Appendix 28: Contact details

The Department of Education and Communities is located at:

35 Bridge Street  
Sydney NSW 2000  
Phone: 1300 679 332 (1300 NSW DEC).

The Department's website is at [www.dec.nsw.gov.au](http://www.dec.nsw.gov.au).

### NSW public schools

The Department operates over 2,200 schools across NSW. Addresses and contact details for all public schools are available at [www.schools.nsw.edu.au/schoolfind](http://www.schools.nsw.edu.au/schoolfind)

### TAFE NSW

Locations and contact details for TAFE NSW institutes and campuses are available at [www.tafensw.edu.au](http://www.tafensw.edu.au).

Office	Phone	Website
TAFE NSW – Hunter Institute	131 225	<a href="http://www.hunter.tafensw.edu.au">www.hunter.tafensw.edu.au</a>
TAFE NSW – Illawarra Institute	1300 766 123	<a href="http://www.illawarra.tafensw.edu.au">www.illawarra.tafensw.edu.au</a>
TAFE NSW – New England Institute	1800 448 176	<a href="http://www.tne.edu.au">www.tne.edu.au</a>
TAFE NSW – North Coast Institute	1300 628 233	<a href="http://www.northcoast.tafensw.edu.au">www.northcoast.tafensw.edu.au</a>
TAFE NSW – Northern Sydney Institute	131 674	<a href="http://www.nsi.tafensw.edu.au">www.nsi.tafensw.edu.au</a>
TAFE NSW – Riverina Institute	1300 823 374	<a href="http://www.rit.tafensw.edu.au">www.rit.tafensw.edu.au</a>
TAFE NSW – South Western Sydney Institute	137 974	<a href="http://www.swsi.tafensw.edu.au">www.swsi.tafensw.edu.au</a>
TAFE NSW – Sydney Institute	1300 360 601	<a href="http://www.sydneytafe.edu.au">www.sydneytafe.edu.au</a>
TAFE NSW – Western Institute	1300 823 393	<a href="http://www.wit.tafensw.edu.au">www.wit.tafensw.edu.au</a>
TAFE NSW – Western Sydney Institute	131 870	<a href="http://www.wsi.tafensw.edu.au">www.wsi.tafensw.edu.au</a>
DEC International – International Student Information Centre	(+61 2) 8289 4777	<a href="http://www.decinternational.nsw.edu.au">www.decinternational.nsw.edu.au</a>

## State Training Services

State Training Services head office is located at:

Level 12, 1 Oxford Street  
Darlinghurst NSW 2010  
Phone: (02) 9561 8000

The State Training Services website is at [www.training.nsw.gov.au](http://www.training.nsw.gov.au).

Locations and contact details for regional offices are also available on the website.

Office	Address	Phone	Email
Hunter and Central Coast	Level 1, 117 Bull Street Newcastle West NSW 2302	(02) 4974 8570	hunterstc@det.nsw.edu.au
Illawarra and South Coast	Block E Level 1, 84 Crown Street Wollongong NSW 2500	(02) 4224 9300	illawarrastc@det.nsw.edu.au
New England	Level 2, 155-157 Marius Street Tamworth NSW 2340	(02) 6755 5099	newenglandstc@det.nsw.edu.au
North Coast and Mid North Coast	Suite 3, Level 4, 29 Molesworth Street Lismore NSW 2480	(02) 6627 8400	ncoaststc@det.nsw.edu.au
Northern and Central Sydney	Level 13, 12 Help Street Chatswood NSW 2067	(02) 9242 1700	nsydneystc@det.nsw.edu.au
Riverina	87 Forsyth Street Wagga Wagga NSW 2650	(02) 6937 7600	riverinastc@det.nsw.edu.au
Southern and South Western Sydney	Level 2, 41-45 Rickard Road Bankstown NSW 2200	(02) 8707 9600	swsydneystc@det.nsw.edu.au
Western NSW	Level 1, Cnr Kite & Anson Streets Orange NSW 2800	(02) 6392 8500	westernnswstc@det.nsw.edu.au
Western Sydney and Blue Mountains	Ground Floor, 16-18 Wentworth Street Parramatta NSW 2150	(02) 9204 7400	wsydneystc@det.nsw.edu.au

## NSW Training Awards

Office	Address	Phone	Email
NSW Training Awards	Level 12, 1 Oxford Street Darlinghurst NSW 2010	1800 306 999	NSWTrainingAwards@det.nsw.edu.au

## Office of Communities

The Office of Communities website is at [www.communities.nsw.gov.au](http://www.communities.nsw.gov.au). Locations and contact details for agencies and facilities are also available on the website.

Office	Address	Phone	Website
Aboriginal Affairs	Level 13, Tower B, 280 Elizabeth Street Surry Hills NSW 2010	(02) 9219 0700	<a href="http://www.aboriginalaffairs.nsw.gov.au">www.aboriginalaffairs.nsw.gov.au</a> .
Sport and Recreation	Level 3, 6B Figtree Pocket Drive Sydney Olympic Park NSW 2127	(02) 9006 3700	<a href="http://www.dsr.nsw.gov.au">www.dsr.nsw.gov.au</a>
Sydney Olympic Park Authority	8 Australia Avenue Sydney Olympic Park NSW 2127	(02) 9714 3700	<a href="http://www.sopa.nsw.gov.au">www.sopa.nsw.gov.au</a>
Commission for Children and Young People	Level 2, 407 Elizabeth Street Surry Hills NSW 2010	(02) 9286 7276	<a href="http://www.kids.nsw.gov.au">www.kids.nsw.gov.au</a>
Venues NSW	Level 3, 6B Figtree Drive Sydney Olympic Park NSW 2127	(02) 8762 9801	<a href="http://www.communities.nsw.gov.au/venuesnsw">www.communities.nsw.gov.au/venuesnsw</a>
NSW Veterans' Affairs	Level 11, 323 Castlereagh Street Sydney NSW 2000	(02) 8762 9828	<a href="http://www.veterans.nsw.gov.au">www.veterans.nsw.gov.au</a>
Volunteering	Level 11, 323 Castlereagh Street Sydney NSW 2000	(02) 8762 9825	<a href="http://www.volunteering.nsw.gov.au">www.volunteering.nsw.gov.au</a>
Youth	Level 11, 323 Castlereagh Street Sydney NSW 2000	(02) 8762 9838	<a href="http://www.youth.nsw.gov.au">www.youth.nsw.gov.au</a>

## Aboriginal Affairs

The Aboriginal Affairs head office is located at:

Level 13, Tower B, 280 Elizabeth Street  
Surry Hills NSW 2010  
Phone: (02) 9219 0700

The Aboriginal Affairs website is at [www.aboriginalaffairs.nsw.gov.au](http://www.aboriginalaffairs.nsw.gov.au).

Office	Address	Phone
Batemans Bay	Level 1, Baylink , 3 Flora Crescent Batemans Bay NSW 2536	(02) 4478 2660
Bourke	26 Mertin Street Bourke NSW 2840	(02) 6872 0033
Broken Hill	Level 3, 32 Sulphide Street Broken Hill NSW 2880	(08) 8088 0001
Coffs Harbour	17 Duke Street, Coffs Harbour NSW 2450	(02) 5622 8811
Dubbo	Level 1, 65 Church Street Dubbo NSW 2830	(02) 5852 1016
Newcastle	Level 5, 26 Honeysuckle Drive Newcastle NSW 2300	(02) 4924 7007
Tamworth	Unit 2, 180 Peel Street Tamworth NSW 2340	(02) 5712 9065
Wagga Wagga	Level 1, 2 O'Reilly Street Wagga Wagga NSW 2650	(02) 5942 3011 or 1800 079 098
Walgett	44 Fox Street Walgett NSW 2832	(02) 6817 9904
Office of the Registrar <i>Aboriginal Land Rights Act 1983</i>	11-13 Mansfield Street Glebe NSW 2037	(02) 9562 6327

## Sport and Recreation

The Sport and Recreation head office is located at:

Level 3, 6 Figtree Drive  
Sydney Olympic Park NSW 2127

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](http://www.dsr.nsw.gov.au).

Office	Address	Phone
Berry Sport and Recreation Centre	660 Coolangatta Road Berry NSW 2535	(02) 4464 1406 Freecall: 1800 811 387
Borambola Sport and Recreation Centre and Wagga office	1980 Sturt Hwy, Borambola via Wagga Wagga NSW 2650	(02) 6928 4300 Freecall: 1800 810890
Broken Bay Sport and Recreation Centre	Co/- Post Office Brooklyn NSW 2083	(02) 4349 0600 Freecall: 1800 644 049
Dubbo office	Dubbo Outreach Centre Suite 1, 167 Brisbane Street Dubbo NSW 2830	(02) 6884 6483
Far West Academy of Sport	Victoria Park Udora Road Warren NSW 2824	(02) 6847 3638
Jindabyne Sport and Recreation Centre	207 Barry Way Jindabyne NSW 2627	(02) 6450 0200
Lake Ainsworth Sport and Recreation Centre and North Coast office	Pacific Parade Lennox Head NSW 2478	(02) 6687 7168 Free: 1800 655 248
Lake Burrendong Sport and Recreation Centre	205 Tara Road Lake Burrendong NSW 2820	(02) 6846 7403 Freecall: 1800 815 892
Lake Keepit Sport and Recreation Centre	Fitness Camp Road Gunnedah NSW 2380	(02) 6769 7603
Milson Island Sport and Recreation Centre	PMB 11 Brooklyn NSW 2083	(02) 9985 9261
Myuna Bay Sport and Recreation Centre	PO Box 5037 Dora Creek NSW 2264	(02) 4973 3301 Freecall: 1800 654 422
Newcastle office	State Government Offices 117 Bull Street Newcastle West NSW 2302	(02) 4926 1633
Orange office	76 McNamara Street Orange NSW 2800	(02) 6362 6623
Ourimbah office	University of Newcastle, Ourimbah campus Brush Road Ourimbah NSW 2258	(02) 4362 3184
Point Wolstoncroft Sport and Recreation Centre	Kanangra Drive Gwandalan NSW 2259	(02) 4976 1666 Freecall: 1800 819 244
Sydney Academy of Sport and Recreation	Wakehurst Parkway Narrabeen NSW 2101	(02) 9454 0222
Tamworth office	Level 1, 155-157 Marius Street Tamworth NSW 2340	(02) 6766 1200
Wollongong office	84 Crown Street Wollongong NSW 2500	(02) 4228 5355

GPO Box 33  
Sydney NSW 2001  
T 9561 8000  
[www.dec.nsw.gov.au](http://www.dec.nsw.gov.au)

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