
New South Wales Auditor-General's Report

Financial Audit

Volume Five 2013

Focusing on Education



The role of the Auditor-General

The roles and responsibilities of the Auditor-General, and hence the Audit Office, are set out in the *Public Finance and Audit Act 1983*.

Our major responsibility is to conduct financial or 'attest' audits of State public sector agencies' financial statements. We also audit the Total State Sector Accounts, a consolidation of all agencies' accounts.

Financial audits are designed to add credibility to financial statements, enhancing their value to end-users. Also, the existence of such audits provides a constant stimulus to agencies to ensure sound financial management.

Following a financial audit the Audit Office issues a variety of reports to agencies and reports periodically to parliament. In combination these reports give opinions on the truth and fairness of financial statements, and comment on agency compliance with certain laws, regulations and government directives. They may comment on financial prudence, probity and waste, and recommend operational improvements.

We also conduct performance audits. These examine whether an agency is carrying out its activities effectively and doing so economically and efficiently and in compliance with relevant laws. Audits may cover all or parts of an agency's operations, or consider particular issues across a number of agencies.

Performance audits are reported separately, with all other audits included in one of the regular volumes of the Auditor-General's Reports to Parliament – Financial Audits.

audit.nsw.gov.au



© Copyright reserved by the Audit Office of New South Wales. All rights reserved. No part of this publication may be reproduced without prior consent of the Audit Office of New South Wales.

The Audit Office does not accept responsibility for loss or damage suffered by any person acting on or refraining from action as a result of any of this material.



GPO Box 12
Sydney NSW 2001

The Legislative Assembly
Parliament House
Sydney NSW 2000

The Legislative Council
Parliament House
Sydney NSW 2000

Pursuant to the *Public Finance and Audit Act 1983*,
I present Volume Five of my 2013 report.

A handwritten signature in black ink, appearing to read 'Grant Hehir'.

Grant Hehir

Auditor-General

13 November 2013

Contents

Significant Items	2
Recommendations	5
Section One – Overview	7
Education Overview	8
Introduction	8
Key Issues	10
Students	17
In Early Childhood	18
At School	23
In Tertiary Education	31
Teachers	35
Financial Information	45
Other Information	56
Section Two – Agencies with Individual Comment	65
Minister for Finance and Services	66
Aboriginal Housing Office	66
Home Purchase Assistance Fund	69
NSW Land and Housing Corporation	70
Minister for Sports and Recreation	78
Sydney Cricket and Sports Ground Trust	78
Sydney Olympic Park Authority	81
Venues NSW	84
Minister for Regional Infrastructure and Services	86
Wentworth Park Sporting Complex Trust	86
Appendix 1	87
Index	89

Significant Items

This summary shows the most significant issues identified during my audits.

Page

Section One - Overview

Key Issues

The 2012-13 revaluation of buildings was significantly better than previous years	10
The Department's approach to revaluing its buildings addressed previous concerns	10
More work is required to refine the revaluation model and to build on the evidence available for cost rates	11
The cost of the revaluation exercise was about \$4.0 million up to 30 June 2013	12
The Department spent \$373 million or 94 per cent of the revised LMBR capital budget at 30 June 2013	13
Four TAFE NSW Institutes are using the new 'Human Resources and Payroll' system	13
The timing of the remaining LMBR program releases has been revised	14
The LMBR program is modernising the way the Department manages itself	15

In Early Childhood

Literacy and numeracy skills of children in kindergarten have not improved since 2010	18
New South Wales is not as advanced in meeting targets under the National Partnership arrangements as other States and Territories	19
The Department did not meet the service measure for funded childcare places per day	19
The quality of most childcare is now assessed, evaluated and monitored under the National Quality Framework	19
New South Wales had 939 quality ratings performed on 23 per cent of its education and care service providers	20
The quality ratings identified three approved education and care service providers requiring significant improvement	20
The Brennan Review (August 2011) highlighted approximately one in seven of the State's children were missing out on an early childhood education	21

At School

Six of eight measures relating to increasing the proportion of students at or above the national minimum standards in reading and numeracy decreased from 2008 to 2013	23
Three of eight measures relating to increasing the proportion of students in the top two performance bands for reading and numeracy decreased from 2008 to 2013	24
Five of eight measures relating to halving the gap between Aboriginal and non-Aboriginal students in literacy and numeracy by 2018 increased from 2008 to 2012	25
Attainment rates for students in rural and regional New South Wales are approximately ten percentage points lower than for all NSW students	25
The Department has remediation plans to ensure performance targets will be met in the future	26
Three of the eight primary education service measures were not met in 2012	27

Six of the eight secondary education service measures were not met in 2012	28
Schools now required to report to their school communities on the effectiveness of anti-bullying plans	30
In Tertiary Education	
Targets for the proportion of people with qualifications at AQF Certificate III and above are not likely to be met	31
The proportion of school leavers fully participating in further education, training and employment has decreased from 2006 to 2011	32
The Department met most TAFE NSW and Vocational Education and Training service measures	33
Teachers	
In 2012, 241 permanent government school teachers expressed an interest in gaining higher level professional accreditation	35
Almost 54 per cent of the Department's school teachers are 45 years of age or older	36
Almost 35 per cent of the teaching workforce will reach notional retirement age in the next five years	36
Over 69 per cent of school principals are older than 50	37
More than 37,000 applicants are seeking permanent teaching positions	38
Over 69 per cent of TAFE teachers are aged 50 and over	39
Total injury claims have decreased from 6,717 in 2008 to 6,471 in 2012	39
There were 335 sustained allegations of a child protection nature in 2013	40
The Government has announced plans worth \$155 million to give greater support to new teachers	41
There are not enough suitably qualified teachers for 'students to undertake a continuous course of study in an Asian language throughout their years of schooling'	43
Financial Information	
The proportion of total government spending on the education sector is falling	45
The Department gave \$875 million to non-government schools during 2013	45
The Department is on track to deliver major investments in Schools and TAFE NSW, funded through the 2012-13 Budget	46
The Department's expenses were \$602 million under budget	47
The Department's assets have increased by \$9.1 billion or 50.8 per cent since 2009	48
The Department has spent \$6.1 billion on school buildings and infrastructure from 2009 to 2013	49
Over 4,300 air-conditioned demountables are used as classrooms to meet periodic fluctuations in demand at schools	49
The Department is reducing excessive employee annual leave balances	51
Approximately \$537 million to maintain schools is required over the next two years	53
The Department received \$301 million less funding than budgeted because of delays in implementing National Partnerships	54
TAFE NSW needs to improve the quality of its financial reporting	54

TAFE NSW needs to improve its revenue systems to provide better information for timely and effective decision-making	54
--	----

Other Information

Principals will have a greater say in managing school finances	58
TAFE NSW will compete for contestable funding	60

Section Two - Agencies with Individual Comment

NSW Land and Housing Corporation

The Corporation's spend on social housing continues to decline	71
Over 51 per cent of the Corporation's expenditure relates to properties	71
Over 55,000 applicants on waiting list for public housing	72
Public Housing is subsidised to the extent of 55 per cent of market rentals for similar properties	73
Seventy seven per cent of residential properties are more than 20 years old	73
Backlog maintenance has increased by 12 per cent to \$317 million since 2011	74
Lowest increase in number of properties in 2013	74

Sydney Cricket and Sports Ground Trust

The Trust is progressing with its \$198 million redevelopment of the Sydney Cricket Ground	78
--	----

Recommendations

This summary shows my more significant recommendations to agencies to address issues identified during my audits.

Page

Education Overview

TAFE NSW should improve the quality of its financial statements and supporting work papers. It should: 54

- develop a detailed project plan demonstrating its preparedness for the 2013-14 financial reporting cycle by 28 February 2014
- share its project plan, together with progress in implementing the actions, with the Audit and Risk Committee and the Department.

TAFE NSW should improve its revenue application systems to provide relevant revenue/course information and detailed product costing. 54

The Department should clarify and resolve issues regarding control of significant assets. 55

Home Purchase Assistance Fund

Department of Family and Community Services should reassess the objective of the Fund and its continued operation. 69

Wentworth Park Sporting Complex Trust

As recommended for some years, the Trust should continue to work on resolving the treatment of monies provided to it in 1985-87 from the former Racecourse Development Fund. 86

Section One

Education Overview



Education Overview

Introduction

This commentary covers the Department of Education and Communities (including the TAFE Commission) and other education related entities, as shown below:

 Education & Communities	Early childhood education and care <ul style="list-style-type: none">• 4,091 approved service providers• 48,700 funded childcare places• 13,079 supervisor certificates issued	
 Education & Communities  	Government primary and secondary schools <ul style="list-style-type: none">• 748,234 school students• 2,208 schools• 48,624 permanent school teachers	
 Education & Communities  	Vocational education and training <ul style="list-style-type: none">• 579,719 enrolments• 130 TAFE campuses• 90 per cent of graduates satisfied with TAFE NSW	

Unqualified audit opinions were issued on the following financial statements for the year ended 30 June 2013:

- Department of Education and Communities (including the TAFE Commission)
- Technical and Further Education Commission
- Board of Studies
- Office of the Board of Studies
- Board of Studies Casual Staff Division
- Institute of Teachers
- Office of the Institute of Teachers
- NSW Board of Vocational Education and Training.

Compliance with Treasury's Early Close Procedures

During the year, Treasury issued TC 13/01 'Mandatory early close procedures for 2013'. This Circular aimed to improve the quality and timeliness of agencies' annual financial statements.

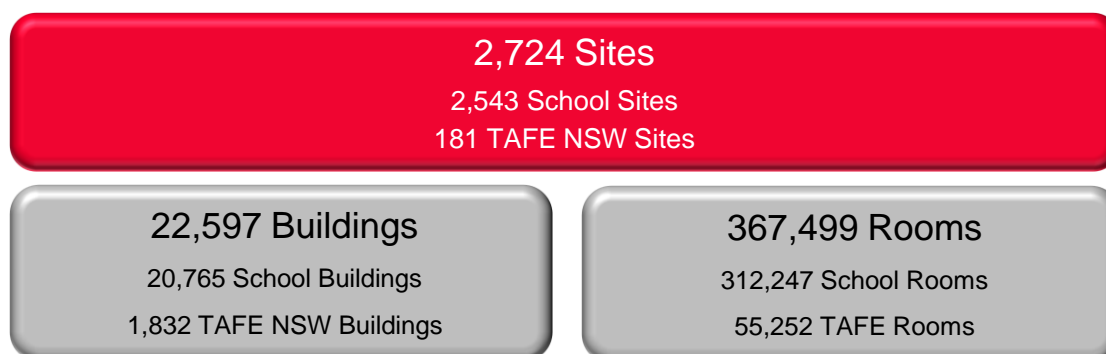
Relevant entities in the education sector were broadly successful in performing the procedures, which helped them submit financial statements by an earlier due date.

The early close procedures also resulted in improvements to the quality of the financial statements as evidenced by fewer reported misstatements in 2012-13 compared to 2011-12, and the resolution and removal of two audit qualifications.

Key Issues

Revaluation of School and TAFE NSW Buildings

In 2012-13, the Department revalued approximately 22,600 buildings across its school and TAFE NSW building portfolio. The Department used a 'mass valuation' technique due to the size and relative similarity of the building portfolio:



Source: Department of Education and Communities.

The 2012-13 revaluation of buildings was significantly better than previous years

In 2011-12, the audit opinions on the Department and TAFE NSW financial statements were qualified because of flaws in the process used to revalue buildings. The Department could not provide sufficient evidence to demonstrate the rates used in the revaluation process were consistent with actual construction costs for similar assets.

The revaluation methodology used in 2012-13 was significantly better than previous years and adequately supports the revaluation. Management addressed key issues identified in 2011-12 by:

- implementing a revised methodology appropriate for mass revaluation
- expanding the asset categorisation to improve the accuracy of the valuation
- providing appropriate evidence to support current cost rates
- addressing data accuracy issues
- designing and testing a revaluation model.

2012-13 Revaluation of Buildings

In 2012-13, the Department engaged an external consultant to assist with the revaluation process. The work was divided into three stages:

Stages one and two involved:

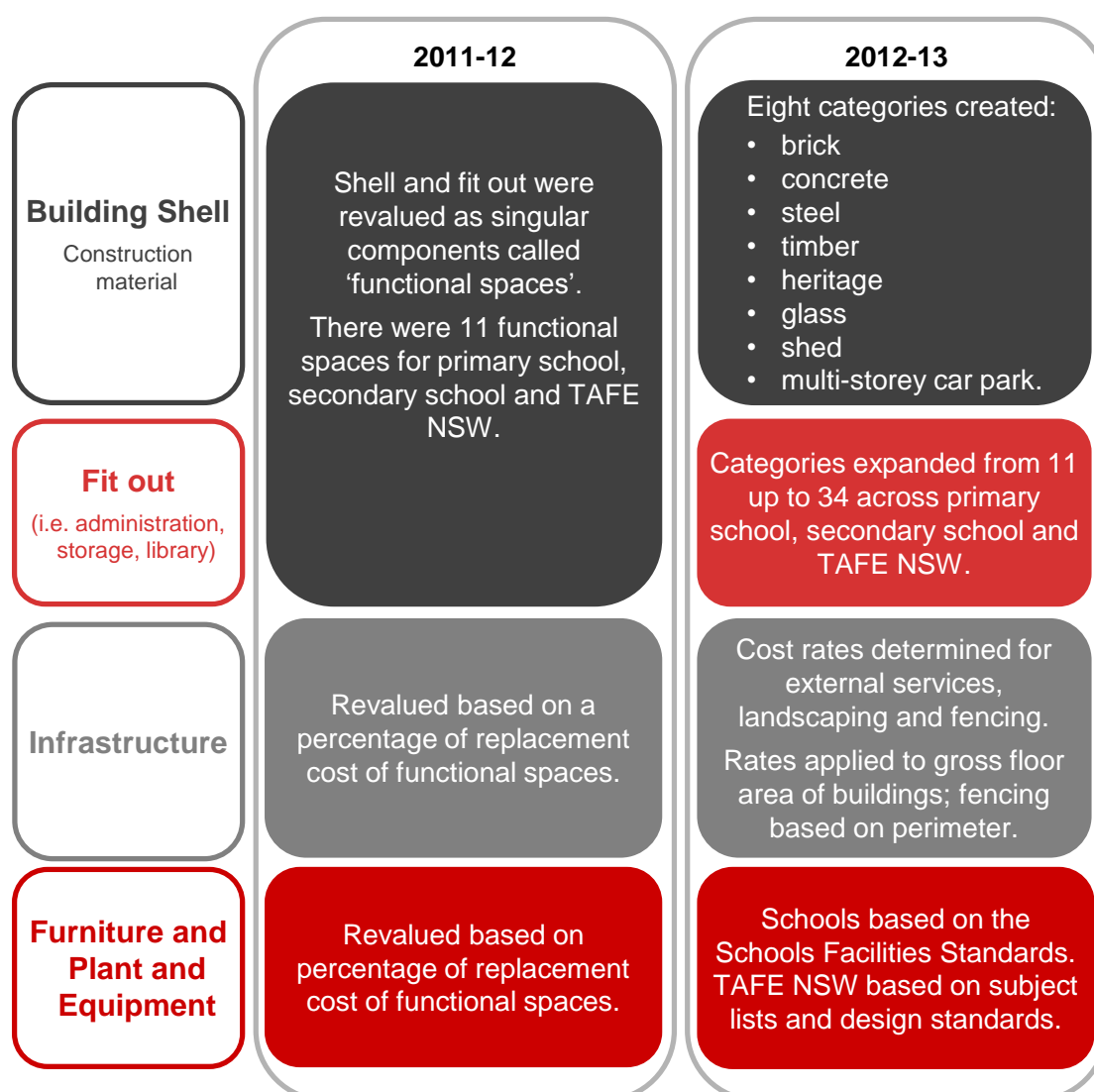
- reviewing and analysing the current state of the Department's asset management and finance systems, internal policies and capability of current staff
- providing recommendations to the Department on the most suitable approach to undertake the revaluation
- performing the revaluation in line with accounting standards and Treasury requirements.

Stage three will commence later this year and will consider:

- post-implementation support
- accounting advice
- training key users within the Department.

The Department's approach to revaluing its buildings addressed previous concerns

The revaluation approach was significantly different from 2011-12:



In 2012-13, the Department addressed the concerns reported in 2011-12 by:

- performing a revaluation exercise which met accounting standards and Treasury requirements
- amending the methodology to capture the current cost of replacing the remaining service potential of existing assets
- appropriately engaging experts
- ensuring the project team had the required skills and experience
- creating a steering committee to oversee the project.

More work is required to refine the model and to build on the evidence available regarding cost rates. Management needs to ensure appropriate systems and processes are in place to capture asset related transactions.

More work is required to refine the revaluation model and to build on the evidence available for cost rates

Result of the Revaluation of Buildings

The value of buildings recorded in the financial statements at 30 June 2013 decreased by \$1.2 billion. After all other asset transactions, movements in values were:

	2013*	Change from 2012 to 2013*	
	\$m	\$m	%
Replacement cost at 30 June			
TAFE	6,367	210	3.4
Schools	25,922	(2,538)	(8.9)
Total	32,289	(2,328)	(6.7)
Written down value at 30 June			
TAFE	3,628	232	6.8
Schools	13,545	(1,657)	(10.9)
Total	17,173	(1,425)	(7.7)
Depreciation expense for year ended 30 June 2013			
TAFE	115	52	82.5
Schools	395	85	27.4
Total	510	137	36.7

Source: Department of Education and Communities.

* These balances exclude Office of Communities and Adult Migrant English Service assets.

Depreciation expense increased by 36.7 per cent from \$373 million to \$510 million due to the way assets were categorised and changes to useful lives.

The cost of the revaluation exercise was about \$4.0 million up to 30 June 2013.

Future Steps

The Department will refine the methodology and inputs to the revaluation model during 2013-14. This includes improving the existing building related data.

Stage three of the revaluation process will evaluate processes to record buildings and consider the best way to conduct future revaluations. This, combined with observations from the 2012-13 revaluation, will form an ongoing program of works to improve systems and data. Key management assumptions and estimates will also be reviewed.

The cost of the revaluation exercise was about \$4.0 million up to 30 June 2013

Learning Management and Business Reform Program

The Learning Management and Business Reform (LMBR) program was established in 2006 to modernise the way the Department manages and delivers student enrolment and administration, learning management, support services, finance, human resources and technology services to schools, TAFE NSW and the Department's corporate offices.

Learning Management and Business Reform Program

improve service delivery to:

Schools

Corporate staff

TAFE NSW

with the aim of:

- allowing teachers better access to learning and teaching resources
- supporting changing customer needs
- improving administration processes to allow focus on teaching and learning activities and delivery of more personalised services
- improving access, flexibility and insight into students' information and other customer data.

LMBR Program Cost

The original program was to be delivered in two phases over eight years and expected to incur capital costs of \$386 million. The capital budget was increased to \$397 million during 2012-13 to accommodate emerging business requirements of TAFE NSW.

At 30 June 2013, the Department had spent \$373 million, or 94 per cent of the revised capital budget. The Department also incurred \$36.6 million in recurrent costs during 2012-13:

At 30 June	2013 \$m
Total capital cost for the year ended 30 June 2013	104.5
Total capital cost at 30 June 2013	373.2
Total amount expensed	36.6
Total estimated cost	458.7

Source: Department of Education and Communities (unaudited).

The budget for the LMBR program relates to the capital cost of the project. The original business case acknowledged non-capital expenses would be incurred, but could not be quantified due to uncertainties associated with the type of service delivery model and transition of the program to 'business as usual'. These costs have now been estimated and included in the table above.

Significant Releases During 2012-13

The first 'Human Resources and Payroll' release was deployed to the TAFE Northern Sydney Institute in July 2013. Staff received their first pay using the new system in August 2013 with subsequent pays also running successfully.

The 'Human Resource and Payroll' release was deployed to the TAFE South Western Sydney, Sydney and Hunter Institutes in October 2013.

The Department advises there were no significant issues with either deployment.

The Department spent \$373 million or 94 per cent of the revised LMBR capital budget at 30 June 2013

Four TAFE NSW Institutes are using the new 'Human Resources and Payroll' system

Key statistics relating to the deployments include:

- 19,029 staff paid across 14 weeks, including 8,289 staff from four institutes in last pay cycle
- seven fortnightly pay periods completed
- 5,470 leave applications logged, 5,078 approved and 392 waiting for approval with no errors
- 280 staff movements (for example, higher duties) logged in the HR/payroll system, with 240 approved
- 163 teaching engagements initiated and 128 completed (a 'teaching engagement' is assigning a teacher to a teaching position for costing and authorisation purposes)
- 103 new staff notifications sent to relevant line managers.

'Student Wellbeing' was released to 229 schools in September 2013 and the third version of the 'Budget and Planning Consolidation' was released in October 2013. The Department advises there were no significant issues with either of these releases.

Timing of Future Releases

The timing of the remaining releases has been revised:

- in March 2013, the 'Finance' and 'Human Resources/Payroll' releases to the 229 implementation schools were moved from July 2013 to November 2013 due to design complexities, legacy system integration issues and a scope increase to de-commission existing systems
Subsequent analysis found it would not be practical for schools to deploy both 'Finance' and 'Human Resources/Payroll' at the same time and the Department's executive deferred delivery of the latter to 2014
- in September 2013, the TAFE NSW SALM (Student Administration and Learning Management System) and TAFE NSW Finance upgrade were moved from December 2013 to March 2014. This was the result of challenges with the TAFE SALM solution, including customisation requirements and integration issues with existing Department systems. As SALM and Finance are integrated, it meant moving deployment of the Finance upgrade to March 2014, even though the finance solution was on track for technical readiness in December 2013
- implementation of the 'Human Resources/Payroll' solution to the remaining six TAFE NSW institutes was moved from December 2013 to January 2014.

The timing of the remaining LMBR program releases has been revised

The revised delivery schedule for stage two of the LMBR program is outlined below:

Stage 2 - release	Timeline at November 2012	Timeline now	Achieved, deferred or delayed
Budgeting and planning solution (foundation)–229 schools	October 2012	Deployed October 2012	Achieved
Budgeting and planning solution upgrade 229 schools	February 2013	Deployed February 2013	Achieved
HR/Payroll solution–Northern Sydney Institute	June 2013	Deployed July 2013	Deferred for one month due to change request
Student Administration and Learning Management (SALM) Wellbeing–229 schools	July 2013	Deployed September 2013	Deferred for two months due to change request
HR/Payroll Solution–Sydney, South Western Sydney and Hunter Institutes	September 2013	Deployed October 2013	Deferred for one month due to change request
SALM Student Management and Finance–229 schools	July 2013	November 2013	Deferred for four months due to change request
HR/Payroll-Remaining six institutes (Western Sydney, New England, North Coast, Illawarra, Riverina and Western)	November 2013	January 2014	Deferred for two months due to change request
TAFE Finance upgrade–All ten institutes	June 2013	March 2014	Deferred for nine months due to change to SALM TAFE
SALM TAFE–All ten institutes	November 2013	March 2014	Deferred for two months due to change request Additional ten week delay
Corporate Finance Upgrade	June 2013	March 2014	Deferred for nine months due to change to SALM TAFE
HR/Payroll–229 schools	June 2013	2014 (exact date to be confirmed)	Unknown
HR/Payroll, Finance and SALM–Remaining 2000+ schools	2014	2014 (exact dates to be confirmed)	Unknown

Source: Department of Education and Communities.

Expected Benefits of the LMBR Program

The LMBR program will replace some of the Department's legacy software systems that are old, inefficient, costly and slow. Systems to be replaced during stage two of the program include two payroll systems (iSeries for schools/corporate and Lattice for TAFE NSW) and the schools finance system (Oasis).

Since the original business case, some additional legacy systems in the human resources area have been added to the scope of work.

The LMBR program will also replace some manual administrative systems currently used by staff in schools, TAFE NSW and corporate offices.

The LMBR program is modernising the way the Department manages itself

At an organisational level the key benefits include:

- access for the first time to a single source of reliable and accurate information about schools, TAFE NSW and corporate areas across the State. The Department will be able to extract information centrally to support reporting and evidence based decision-making about policy and strategic directions to enhance educational and service outcomes
- enhanced ability to plan and monitor plans versus actuals by directorate and at a school and college level
- enhanced workforce management and planning capability through an integrated view of the workforce across the Department
- faster access to information which allows better management decision-making
- enhanced ability to respond effectively to change and customer needs through access to up-to-date, reliable and accurate information.

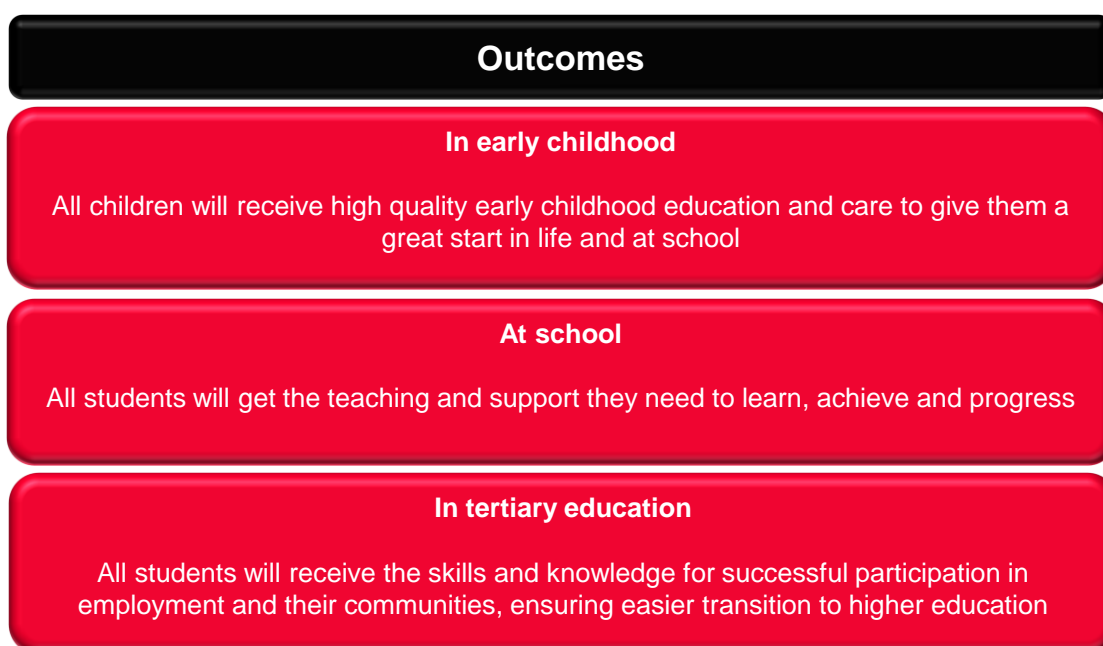
The success of the Department's future programs, such as the Local Schools, Local Decisions reform, rely heavily on the success of the LMBR program.

Students

The NSW Government's ten year plan, NSW 2021, includes the following performance goals for the Education and Communities cluster:

- improve education and learning outcomes for all students
- strengthen the New South Wales skill base
- make it easier for people to be involved in their communities
- enhance cultural, creative, sporting and recreation opportunities
- fostering opportunity and partnership with Aboriginal people.

The Department's Strategic Plan 2012-2017 sets performance targets that align with those in NSW 2021. The performance targets provide a basis for determining if the Department is on track to meet the following outcomes:



Source: Department of Education and Communities Strategic Plan 2012-2017.

The Department's progress in meeting performance targets relating to education is assessed in the following three sections.

In Early Childhood

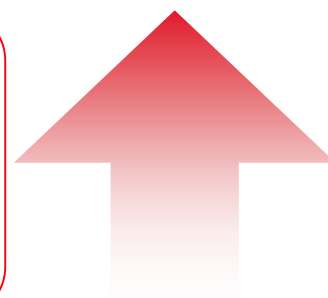
A key strategic outcome of the Department is all students will receive high quality early childhood education and care to give them a great start in life and at school.

What are the Department's performance targets?

The Department has targets to assess its performance in providing high quality early childhood education and care to students.

What's going well?

- ensure all children have access to quality early childhood education in the year before school by 2013
- ensure that at least 95 per cent of four year olds attend pre-school two days a week.



What's at risk?

Literacy and numeracy skills of children in kindergarten have not improved

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

The Department undertakes the 'Best Start' kindergarten assessment each year. In 2012, 93 per cent of students achieved level one or higher on at least one aspect of the numeracy assessment and 80 per cent achieved level one or higher on at least one aspect of the literacy assessment.

The Department advises these results have remained stable since 2010.

What are the performance indicators and deliverables of the National Partnership?

In June 2013, a new National Partnership agreement on Universal Access to Early Childhood Education was signed by all governments and covers the period from 1 July 2013 to 31 December 2014. The national partnership provides:

- a commitment to maintaining universal access to quality early childhood education programs for all children
- an early childhood education program for 600 hours in the year before full-time school
- a degree qualified early childhood teacher to deliver the program
- a focus on participation by vulnerable and disadvantaged children.

New South Wales is not as advanced in meeting targets under the National Partnership arrangements as other States and Territories

The former Department of Education, Employment and Workplace Relations (Australian Government Department) released details of State and Territory progress towards meeting universal access to early childhood education programs. The data suggests New South Wales is not as advanced in meeting the targets under the national partnership as other States and Territories:

State	Enrolment 2008 %	Enrolment 2012 %	RANK	600 Hours Program 2008 %	600 Hours Program 2012 %	RANK
NSW	82	89 (in 2011)	7	29	49 (in 2011)	7
VIC	96	100	=1	7	35	8
QLD	29	77	8	--	71	5
WA	95	96	=4	NA	79	4
SA	87	97	3	0	92	1
TAS	97	96	=4	6	88	2
ACT	94	100	=1	14	69	6
NT	84	90	6	--	87	3

Source: Department of Education, Employment and Workplace Relations – snapshot of pre-school participation in Australia.

NA Not available.

The Department advises that progress has been made since the 2008 benchmark. The most recent publicly available data for 2011 indicates significant improvements in achieving universal access, particularly in relation to disadvantaged and Aboriginal children. The Department expects this to continue in the 2012 data.

What service measures are included in the NSW Budget Papers?

Treasury budgeted \$377 million for the Department to provide early childhood education and care and included the following measure in the Budget Papers:

Early Childhood Education Services			
This service group covers early childhood services to provide early childhood education and care, including pre-schools.			
Service measure	2012-13 forecast*	2012-13 actual*	Status
Funded childcare places per day	50,300	48,700	NOT MET

* Both the forecast and actual are provided by the Department based on estimates of funded long day care places (estimates based on data held by the Australian Government) and actual numbers of funded pre-school places (which are directly funded by the State).

The Department did not meet the service measure for funded childcare places per day.

Regulation of early childhood education and care

Since 1 January 2012, most early childhood education and care services have been regulated under a new National Quality Framework (NQF). The framework is a national regulation scheme and applies to:

- pre-schools
- long day care
- family day care
- kindergartens
- out of school hours care services.

The Department did not meet the service measure for funded childcare places per day

The quality of most childcare is now assessed, evaluated and monitored under the National Quality Framework

The Department is responsible for administering the NQF in New South Wales. Key requirements of the NQF, such as minimum staff qualifications and educator-to-child ratios, will be phased in between 2012 and 2020. The Australian Children's Education and Care Quality Authority (ACECQA), an Australian Government agency, is responsible for the consistent implementation of the new system across Australia.

A key aspect of the NQF is the National Quality Standard (NQS) which sets benchmarks for the quality of education and care services in the following seven areas:

- education program and practice
- children's health and safety
- physical environment
- staffing arrangements
- relationships with children
- collaborative partnerships with families and communities
- leadership and service management.

The NQF also includes a new assessment and rating system which assesses early childhood and care service providers against each of the seven quality areas listed above.

What were the results for New South Wales?

In August 2013, ACECQA released the 'NQF Snapshot Q2 2013' which analyses the number of children's education and care services, and assesses and rates them against the National Quality Standard (NQS) at 30 June 2013. New South Wales had:

- 4,091 approved services, comprising 3,939 centre-based care services and 152 family day care services
- 13,079 supervisor certificates issued
- 939 approved services with a quality rating.

New South Wales had 939 ratings performed up to 30 June 2013 on 23 per cent of the total education and care service providers. This is slightly higher than the national average of 19 per cent:

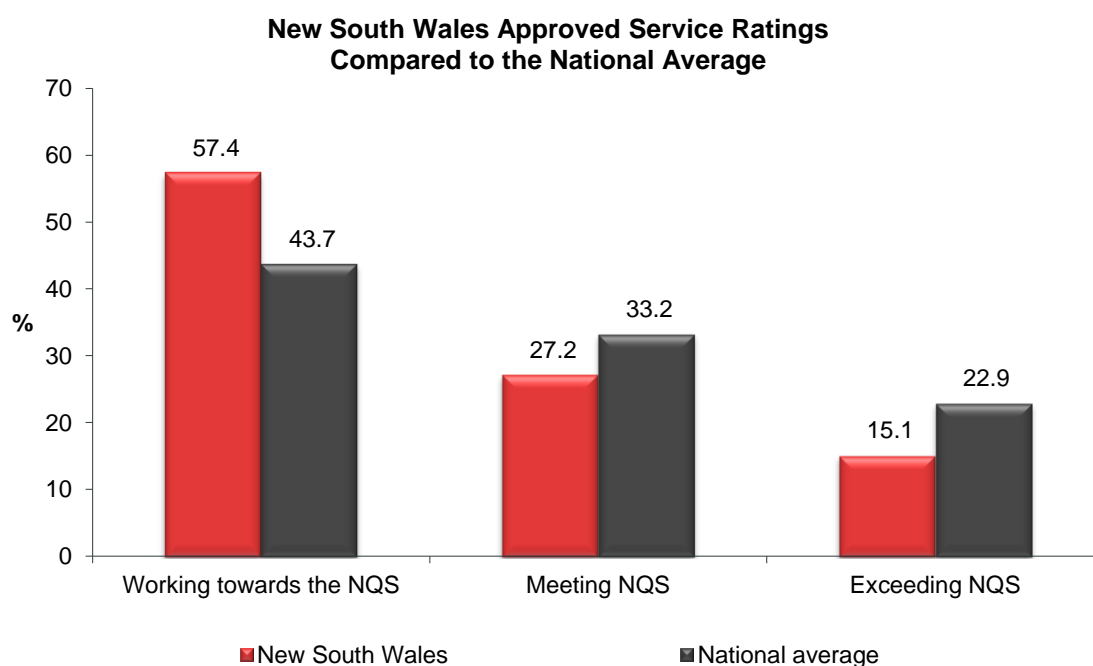
Of those 939 approved education and care service providers with a quality rating:

- three required significant improvement
- 539 were working towards the NQS
- 255 met the NQS
- 142 exceeded the NQS.

New South Wales had 939 quality ratings performed on 23 per cent of its education and care service providers

The quality ratings identified three approved education and care service providers requiring significant improvement

Working towards meeting the NQS means that services may be meeting the NQS standards in a range of areas, but there are one or more areas identified for improvement, The percentage of approved services meeting or exceeding the National Quality Standard was lower than the assessed national average:



Source: Australian Children's Education and Care Quality Authority – NQF Snapshot Q2 2013.

Note: Caution should be taken when making comparisons between jurisdictions. Some have only rated a small number of services and the services rated may not be representative of all services.

Provide Funding to Early Childhood Education and Care

In August 2011, the NSW Government established a review of State funding for early childhood education, chaired by Professor Deborah Brennan.

The key findings of the review were:

- approximately one in seven of the State's children was missing out on an early childhood education
- 30 per cent of NSW Government pre-school funding does not focus on the target group of four to five-year-old children
- many four or five-year-old children are not receiving an early childhood education program with a qualified early childhood teacher, even though they are attending an early childhood service
- current funding programs were poorly targeted and not directed at NSW strategic priorities for early childhood.

The Brennan Review (August 2011) highlighted approximately one in seven of the State's children were missing out on an early childhood education

The government agreed with most recommendations in the report. Key reforms include:

- the government providing \$20.0 million to the community pre-school sector to help it make pre-school more accessible and affordable to parents. The Department advises that current data indicates pre-schools passed this reduction on to parents and the initiative resulted in an average 23 per cent reduction in community pre-school fees across the State
- the Minister for Education announcing a new pre-school funding model on 24 October 2013, which will increase funding to community pre-schools by approximately 20 per cent to \$150 million per year once fully implemented. The model will ensure government funding is aligned with universal access targets for participation in pre-school by four and five-year-olds and be better targeted to the needs of disadvantaged and Aboriginal children.

At School

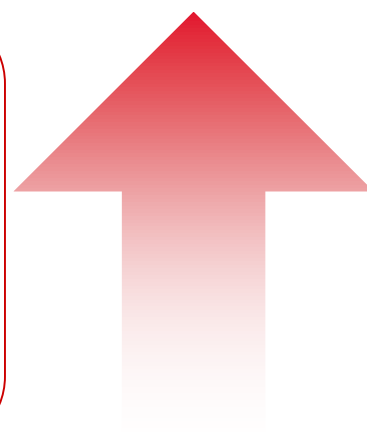
A key strategic outcome of the Department is all students will get the teaching and support they need to learn, achieve and progress.

What are the Department's performance targets?

The Department has targets to assess its performance in student learning, achievement and progression.

What's going well?

- ensure participation of NSW students in NAPLAN tests consistently exceeds the national average
- halve the gap in educational attainment for young Aboriginal people by 2020
- improve Year 12 completion rates for students in disadvantaged schools
- ensure that 90 per cent of young people have attained a Year 12 or Australian Qualifications Framework qualification at certificate III or above by 2020
- ensure that 90 per cent of young people have attained a Year 12 or AQF qualification at certificate II or above by 2015.



What targets are at risk?

Increase the proportion of students at or above the national minimum standards in reading and numeracy

Two of the four categories measured for reading (Years 3, 5, 7 and 9) decreased from 2008 to 2013:

Reading	2008 %	2012 %	2013* %	Movement in percentage points: 2008 to 2013
Year 3	95.1	94.8	96.3	1.2
Year 5	93.5	92.9	97.0	3.5
Year 7	95.4	94.7	94.8	-0.6
Year 9	94.4	91.9	94.1	-0.3

Source: Australian Curriculum, Assessment and Reporting Authority 2013 NAPLAN summary report.

* Based on preliminary results.

The percentage of NSW students at or above the national minimum standard for reading decreased in all categories from 2008 to 2012. Year 9 had the largest percentage point decline. From 2012 to 2013, the percentage of students at or above the national minimum standard for reading improved in all areas.

Six of eight measures relating to increasing the proportion of students at or above the national minimum standards in reading and numeracy decreased from 2008 to 2013

All four categories measured for numeracy Years 3, 5, 7 and 9) decreased from 2008 to 2013:

Numeracy	2008 %	2012 %	2013* %	Movement in percentage points: 2008 to 2013
Year 3	96.9	95.1	96.5	-0.4
Year 5	94.4	94.5	94.0	-0.4
Year 7	96.0	93.8	95.2	-0.8
Year 9	94.7	93.7	90.6	-4.1

Source: Australian Curriculum, Assessment and Reporting Authority 2013 NAPLAN summary report.

* Based on preliminary results.

The percentage of NSW students at or above the national minimum standard for numeracy decreased for all categories. The largest decline was experienced by Year 9 students with a 4.1 percentage point decrease. The performance of Year 5 students remained stable with a minor decrease from 2012 to 2013. The performance of Years 3 and 7 students declined from 2008 to 2012 and improved during 2013.

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

One of the four categories measured for reading (Years 3, 5, 7 and 9) decreased from 2008 to 2013:

Reading	2008 %	2012 %	2013* %	Movement in percentage points: 2008 to 2013
Year 3	44.3	49.7	47.8	3.5
Year 5	32.1	34.4	35.1	2.1
Year 7	27.8	30.6	28.1	0.3
Year 9	22.5	20.1	22.2	-0.3

Source: Australian Curriculum, Assessment and Reporting Authority 2013 NAPLAN summary report.

* Based on preliminary results.

The proportion of students in the top two performance bands for reading increased in Years 3, 5 and 7 from 2008 to 2012. Year 9 decreased by 2.4 percentage points. From 2012 to 2013, the proportion in the top two performance bands increased for Years 5 and 9.

Two of the four categories measured for numeracy (Years 3, 5, 7 and 9) decreased from 2008 to 2013:

Numeracy	2008 %	2012 %	2013* %	Movement in percentage points: 2008 to 2013
Year 3	40.0	38.4	35.6	-4.4
Year 5	27.0	31.6	29.0	2.0
Year 7	32.5	28.4	29.4	-3.1
Year 9	27.5	26.7	28.7	1.2

Source: Australian Curriculum, Assessment and Reporting Authority 2013 NAPLAN summary report.

* Based on preliminary results.

The proportion of students in the top two performance bands for numeracy in Years 3 and 7 decreased significantly from 2008 to 2013.

Three of eight measures relating to increasing the proportion of students in the top two performance bands for reading and numeracy decreased from 2008 to 2013

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

Two of the four categories measured for reading (Years 3, 5, 7 and 9) had increases in the gap between Aboriginal and non-Aboriginal students from 2008 to 2012:

Reading	2008 GAP %	2012 GAP %	Movement in percentage points: 2008 to 2013
Year 3	12.2	12.4	-0.2
Year 5	16.8	16.1	0.7
Year 7	13.7	12.6	0.9
Year 9	12.8	18.6	-5.8

Source: Australian Curriculum, Assessment and Reporting Authority 2013 NAPLAN summary report.

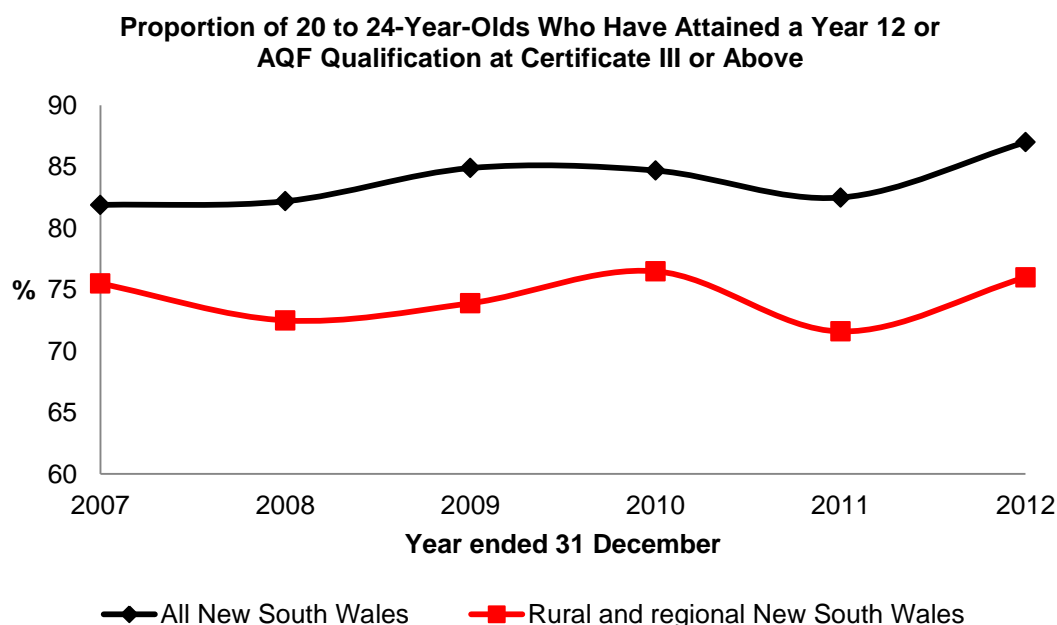
Between 2008 and 2012, the gap between Aboriginal and non-Aboriginal students in reading increased for Years 3 and 9 students. Year 3 experienced a minor increase of 0.2 percentage points while Year 9 experienced a significant increase of 5.8 percentage points.

Three of the four categories measured for numeracy (Years 3, 5, 7 and 9) had increases in the gap between Aboriginal and non-Aboriginal students from 2008 to 2012:

Numeracy	2008 GAP %	2012 GAP %	Movement in percentage points: 2008 to 2013
Year 3	8.7	12.8	-4.1
Year 5	16.3	14.4	1.9
Year 7	12.1	17.0	-4.9
Year 9	15.1	16.4	-1.3

Source: Australian Curriculum, Assessment and Reporting Authority 2013 NAPLAN summary report.

Ensure that 90 per cent of young people have attained a Year 12 or AQF qualification at certificate III or above by 2020 in regional New South Wales



Source: Department of Education and Communities annual report 2012.

Five of eight measures relating to halving the gap between Aboriginal and non-Aboriginal students in literacy and numeracy by 2018 increased from 2008 to 2012

Attainment rates for students in rural and regional New South Wales are approximately ten percentage points lower than for all NSW students

The proportion of 20 to 24-year-olds who have attained a Year 12 or AQF qualification at certificate III or above showed a fluctuating trend from 2007 to 2012. Attainment rates for students in rural and regional New South Wales are approximately ten percentage points lower than for all NSW students.

What is the Department doing to ensure these targets will be met in the future?

The Department advised it has the following processes to ensure targets are met:

- the Department's NSW 2021 performance monitoring process is an annual reporting cycle aligned to central agency requirements. The Department prepares quarterly performance reports that are endorsed by the executive and portfolio ministers, and provided to the Department of Premier and Cabinet (DPC) to be incorporated into a whole-of-government report for Cabinet
- the January and July rounds are progress updates against government priorities and election commitments including priority actions identified in NSW 2021, Commission of Audit recommendations, major (non-capital) infrastructure projects, regional action plans, and election and other government commitments
- the April and October reporting rounds track performance against the cluster's NSW 2021 targets. Progress towards targets is incorporated into a 'traffic light' report which is considered by Cabinet
- targets that are deemed 'off-track' in October require a remediation plan that outlines the Department's strategies for improving performance. In line with central agency requirements, the Department prepares updates on existing remediation strategies, and new plans to address additional measures deemed to be slipping off target
- the remediation plans include an analysis of performance against targets and an overview of the programs and initiatives the Department is undertaking to address slippage. Like the performance reports themselves, remediation plans are endorsed by the executive and portfolio ministers, and provided to DPC
- DPC has also begun meeting with Departmental and ministerial staff to discuss draft remediation strategies, providing an additional layer of accountability.

I will continue to monitor the Department's progress with meeting the NSW 2021 targets.

The Department has remediation plans to ensure performance targets will be met in the future

What service measures are included in the NSW Budget Papers?

Treasury budgeted \$10.2 billion for the Department to provide primary and secondary education services in government schools and included the following measures relating to these services in the Budget Papers:

Primary Education Services in Government Schools

This service group covers the staffing and support of 1,630 primary schools, 67 central schools and 113 schools for special purposes to deliver quality education services that meet the diverse needs of all students.

Three of the eight primary education service measures were not met in 2012

Service measure	2012 forecast*	2012 actual**	Status
Number of students	435,800	440,549	MET
Number of Aboriginal students	26,700	27,836	MET
Students from non-English speaking backgrounds	127,100	129,805	MET
Students in special schools, support classes and receiving special education support in integrated settings	20,266	12,291 + 9,000 (refer below)	MET
NAPLAN participation rate: Reading Year 3 All students	97.4%	97.0%	NOT MET
NAPLAN participation rate: Reading Year 3 Aboriginal students	94.0%	94.3%	MET
NAPLAN participation rate: Numeracy Year 3 All students	97.1%	96.6%	NOT MET
NAPLAN participation rate: Numeracy Year 3 Aboriginal students	93.5%	92.9%	NOT MET

* Treasury Budget Papers 2012-13.

** Provided by the Department of Education and Communities.

There was a large reduction of students in special schools, support classes and receiving special education support in integrated settings. This was due to over 9,000 students with autism or mental health disorders and lower level support needs coming off targeted support from the integration funding support program. They are now being supported through schools' learning and support resources, and no longer identified individually.

Secondary Education Services in Government Schools

This service group covers the staffing and support of 398 secondary schools to deliver quality education aimed at increasing the attainment of students and meeting their diverse needs.

Six of the eight secondary education service measures were not met in 2012

Service measure	2012 forecast*	2012 actual**	Status
Number of students	310,000	307,685	NOT MET
Number of Aboriginal Students	18,600	19,251	MET
Students from non-English speaking backgrounds	96,600	98,048	MET
Students in special schools, support classes and receiving special education support in integrated settings	15,906	13,957	NOT MET
NAPLAN participation rate: Reading Year 7 All students	97.2%	96.4%	NOT MET
NAPLAN participation rate: Reading Year 7 Aboriginal students	91.3%	89.9%	NOT MET
NAPLAN participation rate: Numeracy Year 7 All students	96.7%	96.0%	NOT MET
NAPLAN participation rate: Numeracy Year 7 Aboriginal students	89.7%	88.0%	NOT MET

* Treasury Budget Papers 2012-13.

** Provided by the Department of Education and Communities.

In most cases, services measures that were not met also failed to meet the Department's own performance targets. I will continue to monitor the Department's progress with meeting the NSW 2021 targets.

What performance information is provided to students?

There is an extensive range of assessments to understand what students know and can do and what they need to be taught next, including:

- at least twice a year, teachers generate student reports, based on tests and assignments, as well as classroom observations
- national assessments such as NAPLAN
- the Record of School Achievement
- the Higher School Certificate.

Significant Assessments or Reports

NAPLAN

National
Assessment
Program – Literacy
and Numeracy

- held for students in Years 3, 5, 7 and 9
- provides an opportunity for students to demonstrate what they have learned in class
- four tests covering numeracy, reading, writing and language conventions.

ROSA

Record of School
Achievement

- shows a student's achievement until the time they leave school
- is based on school-based assessment
- is able to be reliably compared between students across New South Wales.

HSC

Higher School
Certificate

- locally, nationally and internationally recognised qualification
- students receive an HSC course report for each course they complete
- each HSC course report will show a student's mark in relation to six performance bands.

Record of School Achievement

From 2012, eligible students who leave school prior to receiving their Higher School Certificate will receive the NSW Record of School Achievement (RoSA).

Higher School Certificate

Key statistics from the 2013 Higher School Certificate:

117

different exam papers

49%

of students were male

51%

of students were female

760

exam centres in
Australia/rest of world

75,168

students enrolled in at least
one HSC course

69,277

students are enrolled in at
least one english course

54,584

students are enrolled in at
least one maths course

33,172

students are enrolled in at
least one science course

6,071

students are enrolled in at
least one language course

Source: Office of the Board of Studies.

Other Information

Student Bullying

What are the Department's policies and processes to address student bullying?

The Department has a policy, 'Bullying: Preventing and Responding to Student Bullying in Schools', that applies to all student bullying behaviour, including cyber bullying. It covers bullying that occurs on and off school premises and outside of school hours where there is a clear and close relationship between the school and the conduct of the student.

Each principal is required to collaborate with their school community to develop an anti-bullying plan that includes prevention, early intervention and response strategies. Strategies to monitor and evaluate the effectiveness of the plan are also included. Anti-bullying plans are promoted and widely available within school communities and published on school websites. Plans are also reviewed at least every three years.

How is bullying reported?

Bullying is an issue that is of concern to people from all sections of the community. It is widely recognised that when schools and their communities work together to develop whole-of-community solutions they can achieve success in preventing and responding to bullying.

Each local school community is involved in developing and reviewing their school's anti-bullying plan and they have a vital interest in the plan's effectiveness. Schools are required to report every year to their school communities on the effectiveness of the school's anti-bullying plan.

How is it monitored?

Schools use information from a variety of sources such as surveys, reports of bullying behaviour, student and community forums and staff observations to assist them in identifying patterns of bullying behaviour in their school communities. This information facilitates school planning for targeted strategies that respond to local and emerging needs.

Schools now
required to
report to
their school
communities
on the
effectiveness
of anti-bullying
plans

In Tertiary Education

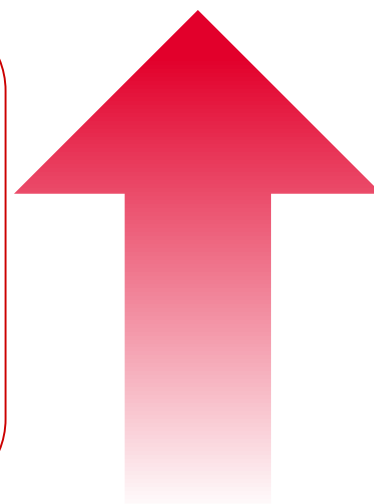
A key strategic outcome of the Department is all students will receive the skills and knowledge for successful participation in employment and their communities, ensuring easier transitions, especially to higher education.

What are the Department's performance targets?

The Department has targets to assess its performance in providing skills and knowledge to students in the tertiary education sector.

What's going well?

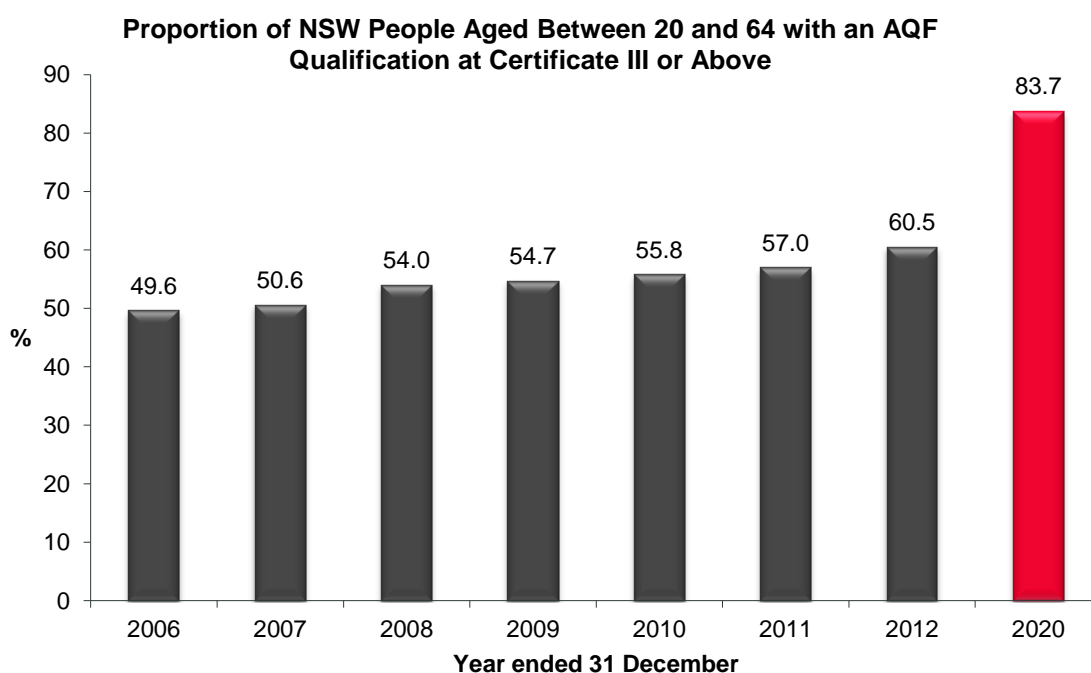
- 20 per cent increase in the number of women, regional and Aboriginal students completing higher level qualifications at AQF Certificate III and above by 2020
- 100 per cent increase in the number of higher level qualifications at diploma level and above by 2020
- increase the number of apprenticeship and traineeship completions by ten per cent by 2016
- increase the proportion of young people with a bachelor degree or above to 44 per cent by 2025
- increase the proportion of undergraduate enrolments by students from low socio-economic status backgrounds to 20 per cent by 2020.



What targets are at risk?

Targets for the proportion of people with qualifications at AQF Certificate III and above are not likely to be met

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

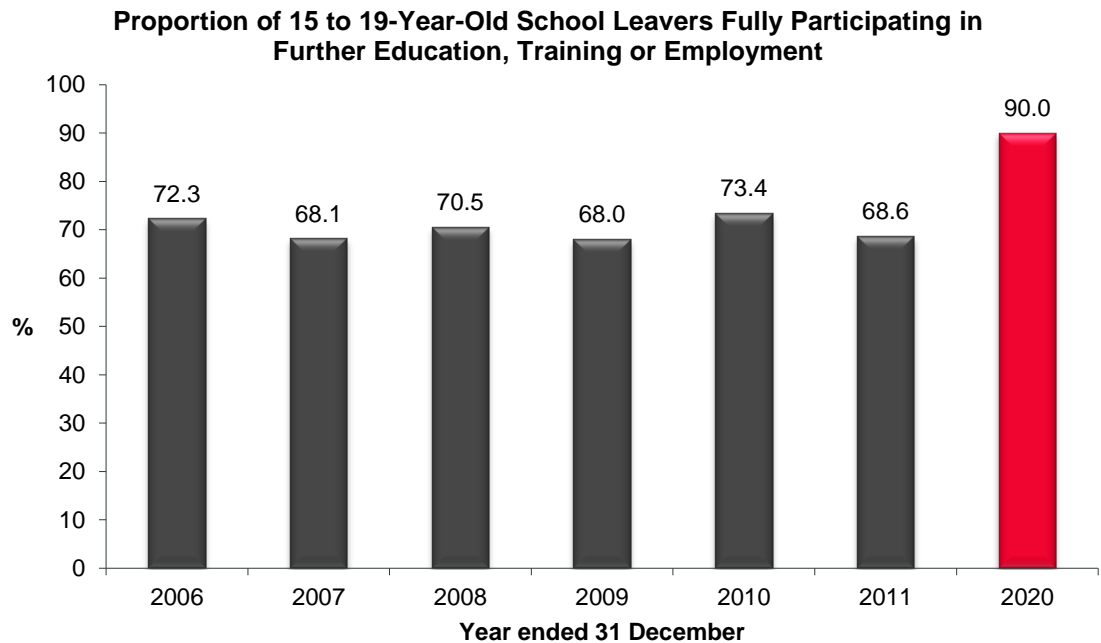


Source: Department of Education and Communities annual report 2012.

In 2012, 60.5 per cent of people in New South Wales aged between 20 and 64 had attained qualifications at AQF Certificate III and above. This represents a 10.9 percentage point increase from 2006. However, this result is still 23.2 percentage points less than the 2020 target.

The proportion of school leavers fully participating in further education, training and employment has decreased from 2006 to 2011

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



Source: Department of Education and Communities Annual Report 2012.

In 2011, an estimated 68.6 per cent of 15 to 19-year-olds who had left school were participating in further education, training or employment. This is a decrease of 3.7 per cent from 2006 and is 21.4 percentage points less than the 2020 target.

What is the Department doing to ensure these targets will be met in the future?

As discussed in the previous section, the Department has a number of strategies to improve performance in high risk areas. I will continue to monitor the Department's progress with meeting its targets.

What service measures are included in the NSW Budget Papers?

Treasury budgeted \$2.2 billion for the Department to provide services through TAFE NSW Institutes and registered training providers and regulating apprenticeships and traineeships, to improve skills and increase higher qualification levels in New South Wales.

The Department met most TAFE NSW and Vocational Education and Training service measures

Treasury includes a number measures in its annual Budget Papers relating to these services. I have assessed if these measures were met by the Department for the 2012 school year.

TAFE NSW			
This service group covers delivery of 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.			
Service measure	2012 forecast*	2012 result**	status
TAFE NSW annual student hours (includes Recognition for Prior Learning)	118,454,000	122,521,000	MET
TAFE NSW student enrolments	551,750	579,719	MET
TAFE NSW enrolments in AQF Certificate II and above: All students	344,785	372,322	MET
TAFE NSW enrolments in AQF Certificate II and above: Aboriginal students	19,344	21,009	MET
TAFE NSW enrolments in diploma and above courses	66,659	76,043	MET
Graduates satisfied with overall quality of all TAFE NSW training	90%	90%	MET

* Treasury Budget Papers 2012-13.

** Provided by the Department of Education and Communities.

The Department achieved all service measures related to TAFE NSW.

Vocational Education and Training (VET)			
This service group covers the development and promotion of 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.			
Service measure	2012 forecast*	2012 result**	Status
Average VET NSW cost per annual student hour	12.03	NA	N/A
Graduates satisfied with overall quality of VET training	89.6%	89.4%	NOT MET

* Treasury Budget Papers 2012-13.

** Provided by the Department of Education and Communities.

NA Not available.

N/A Not applicable.

The Department did not meet the service measure related to graduates' satisfaction with the quality of VET training.

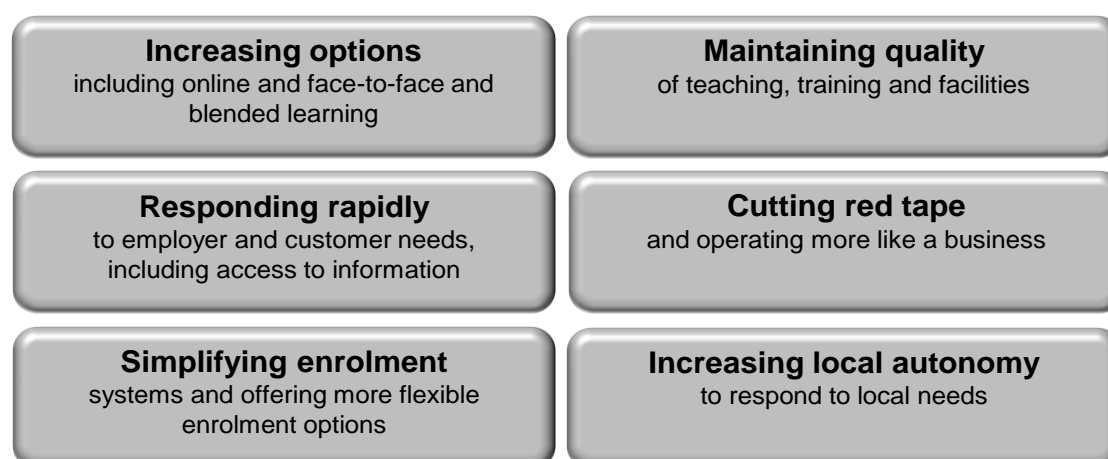
What is the role of TAFE NSW?

TAFE NSW is the State's public vocational education and training (VET) provider. It is a statutory corporation that sits within the Department. A recent State-wide consultation, 'Let's talk about TAFE', highlighted the significant role TAFE NSW has in the VET sector.



Source: TAFE NSW – Let's talk about TAFE.

The consultation process identified a number of areas where TAFE NSW could change:



Source: TAFE NSW – Let's talk about TAFE.

In August 2013, the Minister for Education released a 'Statement of Owners Expectations' which outlined the government's expectations of TAFE NSW and clarified its role and future directions. The statement outlines a new direction for TAFE NSW that takes into account changes to the VET sector from the implementation of the 'Smart and Skilled' reforms.

What are the new directions?

- TAFE NSW will continue to be the State's public VET provider
- TAFE NSW will continue to provide State-wide services including provision for people experiencing disadvantage and delivering skills critical to the economy
- TAFE NSW will receive a separate and distinct budget and be accountable for specific outcomes to meet its community service obligations
- institutes will continue to be part of TAFE NSW but will be given greater autonomy to manage their finances and operations locally
- TAFE NSW will be expected to compete for contestable funding with private and community providers
- TAFE NSW will be expected to deliver services more efficiently under the new pricing arrangements while still maintaining quality.

Teachers

There are over 61,000 full-time equivalent people teaching across 2,223 NSW Government schools. All Government teachers must be approved to teach by the Department, which considers quality teaching essential to improving student learning. Over 48,000 teachers have permanent positions and a further 49,300 have approval to teach on a casual or temporary basis.

What are the Department's performance targets?

The Department's Strategic Plan 2012-2017 includes a performance target to increase the number of teachers with higher level professional accreditation.

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

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

In 2013-14, New South Wales will transition to the Australian Professional Standards for Teachers. Under these standards, teachers will be certified at the higher career stages of Highly Accomplished and Lead Teacher.

What service measures are included in the NSW Budget Papers?

Treasury budgeted \$10.2 billion for the Department to provide primary and secondary education services to government schools and sets measures relating to these services.

Primary and Secondary Education Services in Government Schools			
Service Measure	2012 forecast*	2012 actual**	Status
Teachers who are fully accredited under NSW Institute of Teachers' requirements	8,000	8,620	MET
Newly appointed teachers resigning from the Department within their first five years	10.0%	7.7%	MET

* Treasury Budget Papers 2012-13.

** Provided by the Department of Education and Communities.

The Department is meeting the service measures included in the Budget Papers.

In 2012, 241 permanent government school teachers expressed an interest in gaining higher level professional accreditation

Human Resource Information

Ageing Teachers Workforce

School Teachers

The Department is facing the potential loss of thousands of staff over the next few years, as indicated by the following statistics:

- 26.9 per cent of permanent teachers are aged 55 and older
- 53.6 per cent of permanent teachers are aged 45 years and older.

The following table shows the age profile of permanent school teachers in NSW public schools:

At 31 March Age group	2013		2012	
	No. of teachers	%	No. of teachers	%
20–24	711	1.5	667	1.4
25–29	3,961	8.2	3,804	7.8
30–34	5,601	11.5	5,454	11.2
35–39	5,546	11.4	5,602	11.6
40–44	6,726	13.8	6,335	13.1
45–49	5,611	11.5	5,498	11.3
50–54	7,386	15.2	8,632	17.8
55–59	9,279	19.1	9,289	19.2
60–64	3,062	6.3	2,596	5.3
65+	741	1.5	650	1.3
Total	48,624	100.0	48,527	100.0

Source: Department of Education and Communities personnel system (unaudited).

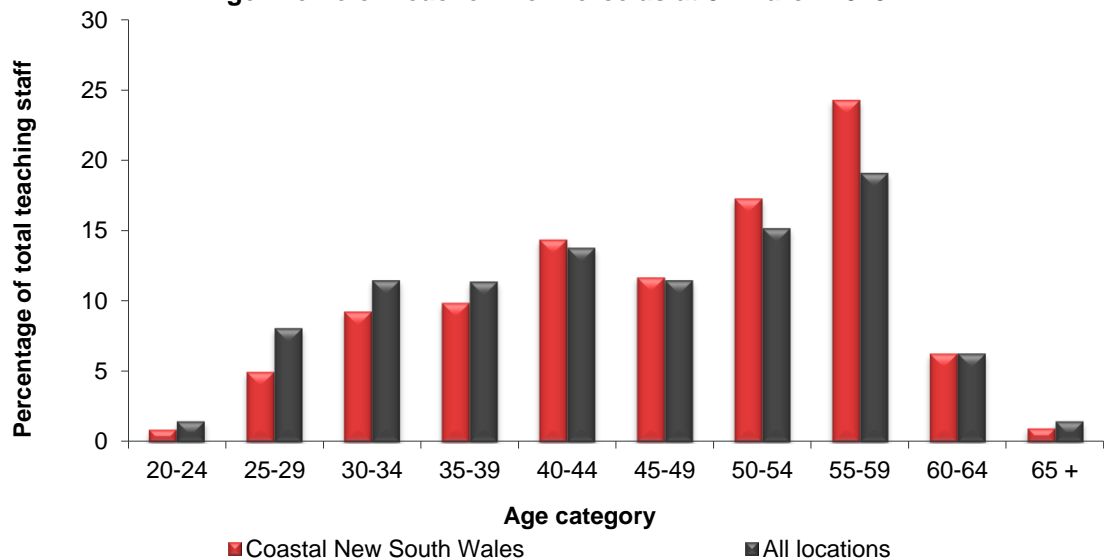
The ageing profile of teachers older than 50 has slightly decreased by 1.5 percentage points from 43.6 per cent in 2011-12 to 42.1 per cent in 2012-13. The Department advises that approximately 35 per cent of the teaching workforce (all school based teachers, including principals and other executive) will reach the notional retirement age in the next five years.

For the 'Coastal NSW' region, the percentage of teachers younger than 40 is significantly lower, and those older than 50 is significantly higher than the State average.

Almost
54 per cent
of the
Department's
school teachers
are 45 years of
age or older

Almost
35 per cent of
the teaching
workforce will
reach notional
retirement age
in the next
five years

Age Profile of Teacher Workforce as at 31 March 2013



Source: Department of Education and Communities personnel system (unaudited).

The separation rates of permanent public school teachers in New South Wales are low. They have varied between 3.2 per cent and 5.0 per cent from 1998 to 2012.

Retirement rates (including medical retirements) for teachers have varied between 1.4 per cent and 4.1 per cent since 1998. The rate has been trending upwards as a result of the 'baby boomers' reaching retirement age.

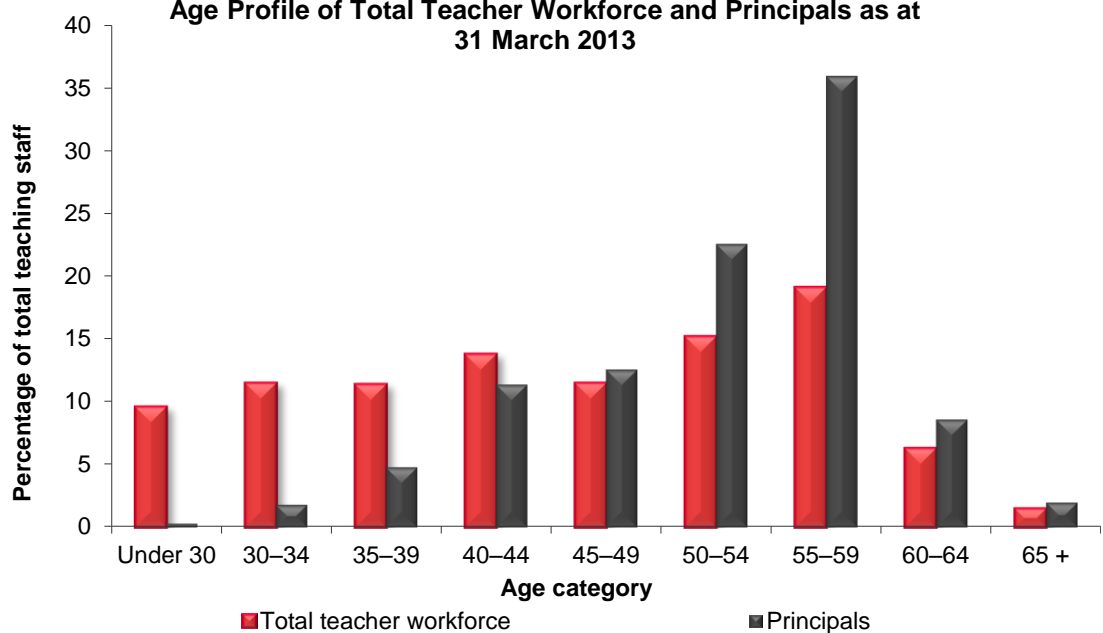
Resignation rates for teachers have varied between 0.8 per cent and 2.1 per cent since 1998. A number of initiatives have contributed to the retention of new and experienced teachers including competitive teacher salaries and comprehensive professional learning programs.

The age profile of school principals shows:

- 69.2 per cent are aged 50 and older
- 10.6 per cent are aged 60 and older.

Over 69 per cent of school principals are older than 50

Age Profile of Total Teacher Workforce and Principals as at 31 March 2013



Source: Department of Education and Communities personnel system (unaudited).

Reforms such as Empowering Local Schools, Local Schools Local Decisions, and the associated Resource Allocation Model rely heavily on principals making informed decisions and be accountable for the funding of their respective schools.

Of the 229 schools participating in the Empowering Local Schools National Partnership:

- 20 principal positions (8.7 per cent) are vacant
- 12 positions (5.2 per cent) are occupied by a principal who has indicated they will be retiring within the next two years.

Workforce Planning

The Department undertakes a workforce planning process each year to develop projections for teacher supply and demand over a seven year period. According to the plan, more than 37,000 applicants were seeking permanent teaching positions at March 2012. However, the Department only appointed 2,267 new permanent school teachers during 2012.

The Department's projection up to 2020 indicates there is:

- more than adequate supply of primary teachers in all geographical locations, except for a small number of positions in specific geographical locations
- an adequate supply of secondary teachers, although potential shortfalls may occur in areas of mathematics, science with physics, some technology and applied studies subjects, some specialist teachers and some specific subjects in particular geographical locations.

The Department recruits around 2,200 new permanent teachers each year. It is anticipated this will increase to around 2,900 in 2018. The Department has strategies in place to retain teachers, executives and principals at rural and remote schools. These include:

- retention benefit to teachers in 40 of the most remote schools
- incentives such as climate allowances, rental subsidies and additional leave
- priority transfers to positions in another area on completion of a qualifying period
- promoting teaching as a career through the teach.NSW campaign
- supporting current and future teachers to gain teaching qualifications in curriculum and specialist areas of workforce need.

The Great Teaching Inspired Learning reform will include initiatives to attract more of the brightest and motivated school leavers and university students into teaching.

More than
37,000
applicants are
seeking
permanent
teaching
positions

TAFE Teachers

Many TAFE NSW permanent teachers are likely to retire over the next five to ten years increasing the risk of significant loss of knowledge and skills for TAFE NSW.

The age profile of TAFE NSW's permanent teachers is shown below:

Year ended 30 June	2013		2012	
Age group	No. of teachers	%	No. of teachers	%
Below 30	10	0.2	12	0.3
30–34	73	1.8	78	1.8
35–39	188	4.6	201	4.7
40–44	370	9.1	403	9.5
45–49	597	14.6	660	15.6
50–54	963	23.6	1,013	23.9
55–59	1,030	25.2	1,100	26.0
60–64	602	14.7	551	13.0
65+	254	6.2	221	5.2
Total	4,087	100.0	4,239	100.0

Source: Workforce Profile (headcount), TAFE NSW (unaudited).

TAFE NSW advises it has risk mitigation strategies in place, including phased retirements, flexible work options and knowledge transfer strategies. To ensure an adequate supply of teachers with the skills to meet its needs, TAFE NSW undertakes regular workforce planning. It also has initiatives to attract and retain teachers, including targeted recruitment campaigns, retention of younger teachers and promotion of TAFE teaching as a career.

Workplace Health and Safety

Over the last nine years, the Department implemented a number of initiatives and programs designed to improve safety performance. These programs have been implemented in accordance with the Department's corporate safety strategy 'Safe Working and Learning' and have led to improved workers' compensation premium performance.

In 2012, there were 6,471 claims submitted at a cost of \$67.6 million.

	Schools and corporate*	TAFE NSW	Total
Sprains, strains, injuries	2,716	199	2,915
Laceration contusion superficial injuries	1,117	86	1,203
Psychological injuries	687	74	761
Fracture dislocation injuries	207	18	225
Other injuries	1,204	163	1,367
Total	5,931	540	6,471

Source: Department of Education and Communities –number of workers compensation claims which have incurred a cost as at August 2013.

* Department of Education and Communities staff (including corporate and regional offices) but excluding Office of Communities staff.

Over
69 per cent of
TAFE teachers
are aged 50 and
over

Total injury
claims have
decreased from
6,717 in 2008 to
6,471 in 2012

The number of claims has decreased from 2008 to 2012:

	2008	2009	2010	2011	2012
Total number of injuries	6,717	6,624	6,989	6,914	6,471
Total cost of injuries (\$m)	90.4	87.0	96.1	89.0	67.6

Source: Department of Education and Communities –number of workers' compensation claims which have incurred a cost as at August 2013. Cost of claims reported above includes the amount spent to date and the estimated future cost of the claim.

The Department advises that claim numbers have decreased, in part, due to workers' compensation scheme changes introduced by the NSW Government in June 2012. The new arrangements limit the claims for journey, heart attack/stroke and disease injury to only those where there is a real and substantial connection between a workers' employment and the incident out of which the injury arose.

The Department's workers' compensation premium performance has continued to deliver positive results with the benchmark premium funded by Treasury for the 2013-14 fund year again being higher than the deposit premium. This has resulted in a \$2.1 million funding surplus for the Department and is the third consecutive year a surplus result has been achieved.

Improved premium performance was also noted through the Department's three and five year Hindsight Premium adjustments. In May 2013, the Department received \$44.9 million (excluding GST) from the three and five year adjustment calculations made on the 2008-09 and 2006-07 fund years.

The Department will develop a new corporate safety strategy by June 2014, to coincide with the release of the new public sector safety strategy which is expected in 2014-15. The Department's new strategic plan will be developed in line with the public sector strategy, recent legislative amendments and organisational change.

Employee Performance and Conduct

Employee underperformance and misconduct are referred to the Department's Employee Performance and Conduct Directorate (EPAC) for assessment, investigation and where required, external reporting. EPAC investigates all allegations of teacher misconduct in regards to child protection, employee misconduct and staff performance.

In 2012-13, child protection continued to have the highest number of sustained reports with 335 sustained allegations.

	Notification*	Sustained**	Unsustained***
Child protection	1,181	335	223
Misconduct	194	59	112
Performance	53	27	11
Total	1,428	421	346

Source: 2013 employee performance and conduct (unaudited).

* Notification: includes sustained and unsustained allegations, enquiries and ongoing matters.

** Sustained: when the investigation supports the allegation.

*** Unsustained: when the investigation does not support the allegation.

If the investigation sustains the allegations, disciplinary or remedial action, which may include dismissal, may be taken against the employee.

There were 335 sustained allegations of a child protection nature in 2013

Teacher Quality

The Department has a commitment to provide high quality teaching and learning to students in NSW Government schools and TAFE NSW. The Department has processes in place to achieve this, such as:

AT SCHOOL

- requiring all teachers employed after October 2004 to gain and maintain accreditation at the level of Proficient Teacher, demonstrating competence across the Professional Standards for teachers
- support programs provided for early career teachers
- government school teachers, executives and principals participating in an annual performance assessment and review process to be aligned with the Australian Teacher Performance and Development Framework from 2015.

AT TAFE NSW

- training and assessment delivered by quality trainers and assessors
- institutes monitoring training services to ensure they comply with all aspects of the Vocational Education and Training Quality Framework
- collecting, analysing and acting on relevant data for continuous improvement of training and assessment
- the National Centre for Vocational Education and Research conducts an independent annual survey of teacher quality which is used by TAFE NSW in monitoring and managing quality of teaching
- a formal performance review at least once a year for all teachers.

The NSW Government recognised the fact that quality of teaching matters to student learning. A blueprint for action under Great Teaching, Inspired Learning was announced in 2013 and this will have a major impact on the quality of teachers going forward.

Great Teaching, Inspired Learning

Great Teaching, Inspired Learning is the NSW Government's plan to improve the quality of teaching and learning in the State's schools. The government has announced plans worth \$155 million, including initiatives to attract and retain high performing school leaders and education students into teaching, giving greater support to new teachers in NSW Government schools and empowering principals to manage teacher underperformance.

The Government has announced plans worth \$155 million to give greater support to new teachers

Reforms and Milestones

Initial teacher education

- attracting the best and brightest into teaching
- strengthening the professional experience in partnership with universities
- improving the evidence base for our teaching workforce.

Entry into the profession

- better support for beginning teachers
- streamlined probation and accreditation processes
- improving induction support for beginning permanent, temporary and casual teachers.

Develop and maintain professional practice

- strengthening performance management and development processes
- improving the management of underperformance.

Recognise and share outstanding practice

- moving to a standards-based career structure
- strengthening school leadership
- sharing and using evidence and good practice.

Source: Department of Education and Communities (unaudited).

The reforms span the whole career cycle of a teacher from initial teacher training, induction for beginning teachers, through to recognising and valuing experienced teachers and supporting potential school leaders. The reforms include:

- 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 need to pass a literacy and numeracy test to embark on their final-year professional experience placement
- teacher education programs at universities will be assessed annually to ensure they prepare teachers to teach the school curriculum
- the quality of a teacher graduate's professional experience will be strengthened through partnerships between schools, school authorities and universities
- increased support for permanent beginning teachers in their first two years of teaching by resourcing schools to increase release time for beginning teachers to participate in development activities, including formal mentoring from an experienced teacher colleague
- existing performance management processes dealing with underperformance will be simplified, and teachers that are found unable to meet the professional teaching standards will be removed from the profession
- legislation and policy will be amended to bring all NSW teachers within the scope of the *Institute of Teachers Act 2004*. Currently teachers appointed prior to October 2004 are not required to maintain accreditation and meet the professional teaching standards
- teacher career pathways should be expanded to provide new roles and salary progression based on the attainment of the professional teaching standards

- professional learning for teachers will be focused on the priorities for teaching effectiveness in the classroom, as identified in research
- new processes will be developed to better prepare the next generation of school leaders.

Many of these initiatives have already commenced, with further changes expected to be in place by 2014. Other changes will gradually be implemented over three to five years.

For more information, please refer to www.schools.nsw.edu.au/greatteaching.

Other Information

Teaching of Priority Asian Languages

The 'Australia in the Asian Century' White Paper, released by the Australian Government, states that by 2025 'all Australian students will have the opportunity, and be encouraged, to undertake a continuous course of study in an Asian language throughout their years of schooling'.

The White Paper identifies the priority Asian languages as:

- Chinese (Mandarin)
- Hindi
- Indonesian
- Japanese.

In August 2013, the then Prime Minister announced that Korean would become the fifth priority language.

Under the National Education Reform Agreement and the associated bilateral agreements, the NSW Government has agreed to work towards the greater provision of Asian languages across all year levels.

Numbers of Students Studying Asian Languages Over the Past Five Years:

Language	Enrolments: Kindergarten to Year 12				
	2008	2009	2010	2011	2012
Chinese	16,087	21,278	24,912	23,060	27,957
Japanese	9,483	30,844	32,038	31,466	38,103
Korean	1,014	1,444	2,151	2,697	2,956
Indonesian	3,962	7,411	7,072	6,042	8,358
Hindi	178	176	203	274	251

Source: Department of Education and Communities (unaudited).

Are there enough suitably qualified teachers to meet the objectives of the white paper?

There are not currently enough suitably qualified teachers for 'students to undertake a continuous course of study in an Asian language throughout their years of schooling'.

The Department advises the delivery of a face-to-face Asian language program to students, kindergarten to Year 12, for two hours per week at a ratio of 250 students per teacher, would require approximately 3,000 full-time equivalent teachers.

The Department currently has 479 permanent qualified teachers of Asian languages. The number of casual languages teachers or qualified languages teachers teaching outside the Languages Key Learning Area is not available.

There are not enough suitably qualified teachers for 'students to undertake a continuous course of study in an Asian language throughout their years of schooling'

Board of Studies, Teaching and Educational Standards

The NSW Government has introduced legislation to merge the NSW Institute of Teachers and the Board of Studies NSW to form a new body called the Board of Studies, Teaching and Educational Standards (BoSTES). The merger would bring together the three cornerstones of education standards: curriculum, student assessment and teacher quality under a single authority. It aligns with the objective of the government's Great Teaching, Inspired Learning policy to improve teacher quality.

BoSTES will maintain the existing functions of both bodies as well as monitor and advise on policy for improving student learning.

The merger will allow teacher quality measures to directly reflect curriculum requirements and ensure they are directly evaluated through student assessment, providing a substantial and new dimension to educational policy.

The new body will begin operating from 1 January 2014, subject to passing of the legislation.

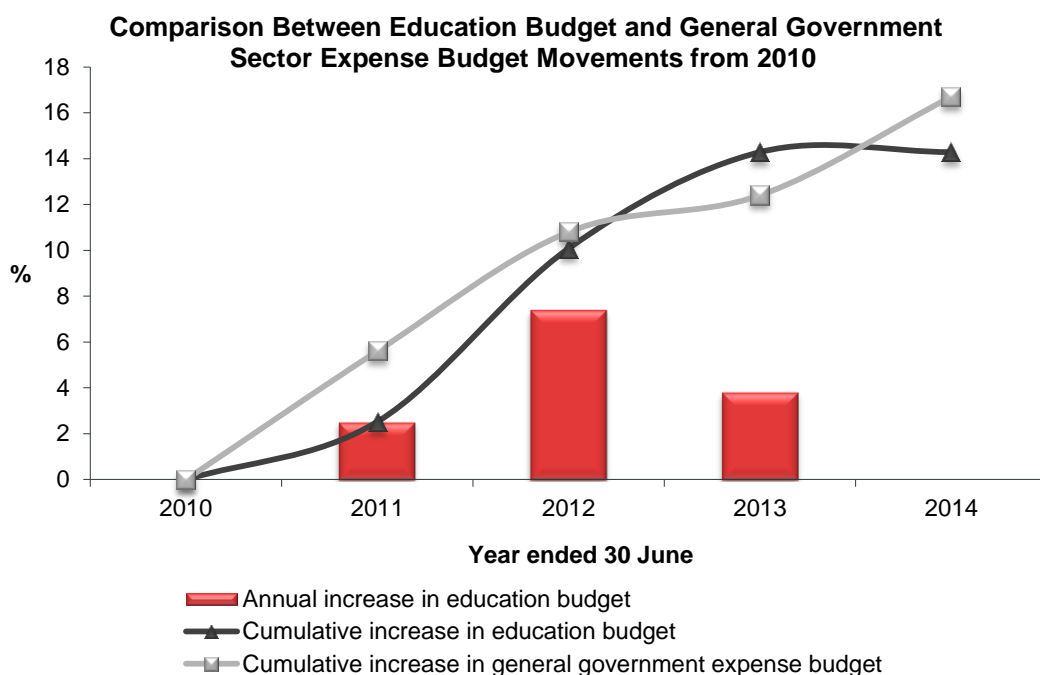
Financial Information

Funding

The proportion of total government spending on the education sector is falling

The State's budgeted expenditure for the education sector, including its contribution to non-government schools, was \$13.6 billion in 2012-13 or 22.5 per cent of General Government expenses. This remained at \$13.6 billion or 21.1 per cent of General Government expenses in the 2013-14 Budget.

From 2010 to 2014, education funding increased at an average annual rate of 3.4 per cent or \$1.7 billion over four years. Total budgeted General Government expenses increased at an average annual rate of 3.9 per cent over the same period, excluding the effect of change to the way superannuation costs are recognised.



Source: Original budgets presented to NSW Parliament for the financial years 2010-11 to 2013-14 (unaudited).

In 2011-12, the NSW Government announced the education budget will be cut by \$1.7 billion over the next four years. Savings are expected to be achieved by reducing staff numbers, increasing fees and reducing operating costs.

Funding of Non-Government Schools

In 2012-13, the NSW Government provided funding to non-government schools. Some broad trends in funding per student were:

The Department gave \$875 million to non-government schools during 2013

Year ended 30 June	2013	2012	2011	2010	2009
Funding*:					
Primary \$m	380	367	365	344	336
Secondary \$m	495	471	463	438	422
Total \$m	875	838	828	782	758
Funding per student:					
Primary \$	1,950	1,911	1,918	1,824	1,791
Secondary \$	2,518	2,423	2,436	2,339	2,276

Source: Department of Education and Communities Statistics (unaudited).

* Funding is inclusive of per capita grants and interest rate subsidies.

Average enrolments in non-government schools increased by 4.9 per cent from 2009 to 2013. Funding per primary and secondary school student increased by 8.9 per cent and 10.6 per cent over the same period.

Funding of Major Investments

The Department's major investments in schools are shown below:

Project description	2012-13 Budgetary allocation \$m	How much was spent in 2012-13? \$m	What is the current status of the project?	Are there any delays in the project?	Estimated completion date?
Eleven major new building projects in schools	12	11	In progress	No	December 2016
Continuing 16 major building projects and one information technology project	62	56	In progress	No	June 2015
Building the Education Revolution (Primary Schools for the 21st Century)	64	40*	In progress	No	January 2014
Trade Training Centres	33	39	Complete (Round four)	No	Round four completed August 2013
Solar Schools Program	7	10	Complete	Minor delays	Completed September 2013
School minor works	197	203	Annual provision	No	Completed June 2013

Source: Department of Education and Communities (unaudited).

* The change in cash flow was made to suit the requirements of the 'Schools for Specific Purpose (SSP)' schools where the work is being undertaken. Program on track for completion in January 2014.

The Department's major investments in TAFE NSW assets are shown below:

Project description	2012-13 Budgetary allocation \$m	How much was spent in 2012-13? \$m	What is the current status of the project?	Are there any delays in the project?	Estimated completion date?
Eight major new TAFE building projects and two new information technology projects	14	7	In progress	No	June 2015
Continuing 17 major TAFE projects	62	65	In progress	No	June 2014
TAFE minor works	9	16	Annual provision	No	Completed June 2013

Source: Department of Education and Communities (unaudited).

Funding of Information Technology Projects

Apart from the Learning Management and Business Reform (LMBR) project, which is included in major investments above, the Department has one other significant information technology project.

The Technology for Learning (T4L) program provides the annual allocation of computers and other information technology hardware to all NSW public schools. It also includes projects that provide enhanced Technology for Learning (eT4L) servers and services, and Local Area Network (LAN) remediation for improving schools' network infrastructure. The program's annual budget is \$35.3 million and will continue for each year funding is approved.

The Department is on track to deliver major investments in Schools and TAFE NSW, funded through the 2012-13 Budget

The program also supports teaching and learning in schools by establishing a high quality, easily managed information and communications technology platform which in turn allows the Information Technology Directorate to provide a higher level of support in a standardised environment.

Actual Expenses Compared to Budget

In 2012-13, the Department's total recurrent expenditure budget was \$14.2 billion.

At 30 June	2013 Budget \$'000	2013 Actual \$'000	(Under)/over expenditure \$'000
Employee related expenses	9,411	8,977	(434)
Other operating expenses	2,228	2,103	(125)
Depreciation and amortisation	531	661	130
Grants and subsidies	2,040	1,868	(172)
Borrowing costs	20	19	(1)
Total expenses	14,230	13,628	(602)

Source: Department of Education and Communities.

Total expenses were \$602 million under the original budget.

Employee related expenses were \$434 million under budget primarily due to:

- a decrease in staff numbers (\$110 million)
- movements in the discount rate used to value long service leave (\$209 million)
- workers compensation hindsight adjustment (\$42.0 million).

Other operating expenses were \$125 million under budget, predominantly due to underspends for school operating expenses, consumables, and other general operating expenses. This was offset by increases in maintenance and contractor expenses.

Depreciation and amortisation costs were \$130 million over budget due to increases in asset values from the 2011-12 revaluation and changes to useful lives.

Grants and subsidies were \$172 million under budget, due to implementation delays in Commonwealth National Partnership Programs, particularly in Early Childhood Educational Care Services by \$137 million and industry training grants by \$88.6 million. These were offset by an increase in grants to non-profit organisations of \$45.1 million and other minor costs.

Analysis of the Financial Position

At 30 June	2013 \$'000	2012 \$'000
Current assets	1,294,714	1,117,042
Non-current assets	25,665,430	27,011,040
Total assets	26,960,144	28,128,082
Current liabilities	1,461,037	1,528,348
Non-current liabilities	346,795	213,877
Total liabilities	1,807,832	1,742,225
Net assets	25,152,312	26,385,857

Source: Department of Education and Communities financial statements 2013. Where prior period errors have been identified, balances have been restated.

The Department's expenses were \$602 million under budget

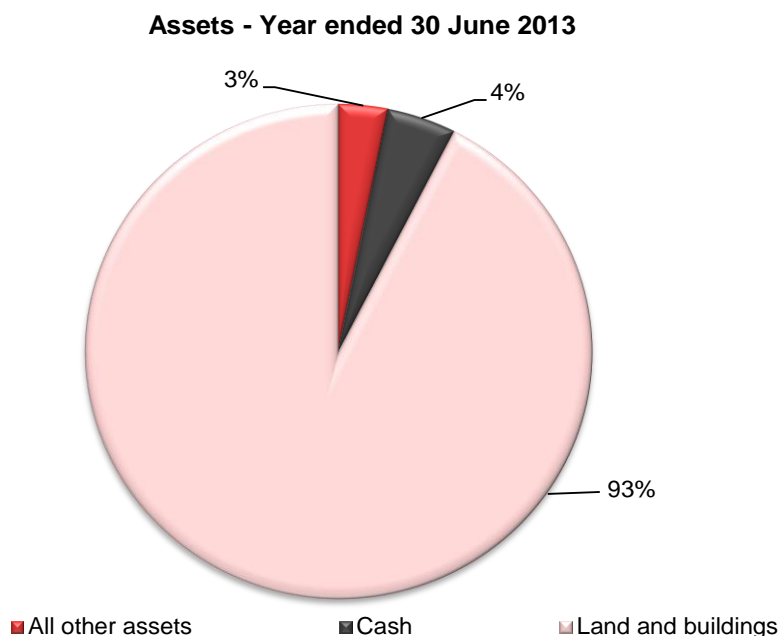
The Department's assets have increased by \$9.1 billion or 50.8 per cent since 2009

Assets

Total assets increased from \$17.9 billion in 2009 to \$27.0 billion in 2013 (50.8 per cent over five years), an average annual growth rate of 10.8 per cent. Almost 91.9 per cent of this growth has occurred within property, plant and equipment.

Land and Buildings

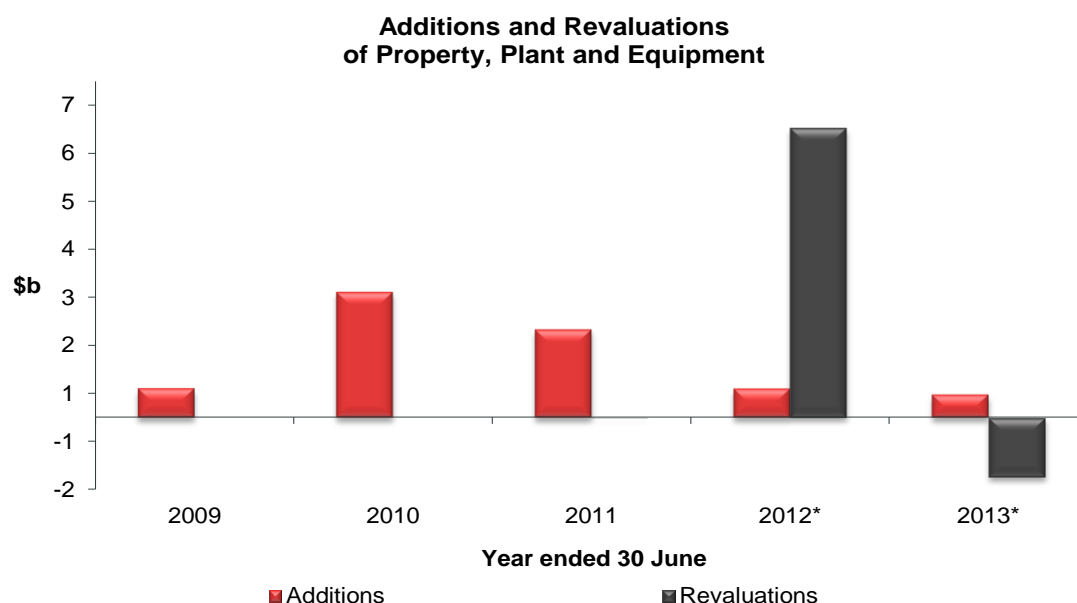
Land and buildings make up over 92.5 per cent of the Department's assets:



Source: Department of Education and Communities financial statements 2013 (audited).

The Department measures these assets at fair value, usually represented by the cost to replace the remaining service potential of the asset. Movements in the measurement of fair value may be caused by the purchase or disposal of assets, or revaluations of existing assets.

The impact of additions and revaluations on the fair value of property, plant and equipment over the last five years is shown in the graph below.



Source: Department of Education and Communities AFS 2009 - 2013. Where prior period errors have been identified, balances have been restated.

* Balances include the Office of Communities.

The Department has spent \$6.1 billion on school buildings and infrastructure from 2009 to 2013

The Department's property, plant and equipment increased in 2009 when the Australian Government's Building the Education Revolution commenced. Over the past five years, more than \$6.1 billion has been spent, predominantly on school buildings and infrastructure.

As described in 'Key Issues' the Department performed a revaluation of buildings as required by AASB 116 Property, Plant and Equipment and Treasury policy requirements.

Coping with Growth in Student Numbers with Existing School Infrastructure

Over the next ten years, enrolments are expected to increase throughout New South Wales. The Department has an annual Total Asset Management (TAM) process which reviews enrolment projections for all schools and identifies options to resolve enrolment pressures. The Department's TAM outlines the asset strategies for the next ten years.

The Department annually prepares five-year projections of enrolment demand to provide reliable data for every school in New South Wales. Action plans are then developed for each area in New South Wales. These plans inform decisions on the preferred options and strategies to address the short, medium and long-term infrastructure needs of schools. In general, the available options are:

- non-asset measures, such as the capping of enrolments at a school, the review of school catchments boundaries to distribute student enrolments evenly in local schools and the enforcement of local area enrolments in some circumstances
- the provision of new permanent classrooms on existing school sites
- the back-conversion of under-utilised spaces in existing schools
- the provision of new schools, located where possible adjacent to open space or ovals that can be shared with the local council to make the best use of limited resources
- the consolidation of sites where possible to provide larger schools (up to 1,000 students at primary schools and up to 2,000 students at secondary schools)
- the use of demountable accommodation to meet emergent demand
- potential sites for private investment are identified and feasibilities conducted.

There are many schools within New South Wales where enrolments exceed the capacity of the existing permanent buildings. In these cases, demountables are used to meet demand. Demountable buildings are an integral part of the Department's accommodation strategy and have enabled the Department to address:

- emergency needs as a result of fires or natural disasters
- needs arising from increased student enrolments
- needs arising from capital works or maintenance projects in schools
- issues such as undersized rooms and to assist schools with standard accommodation enhancements.

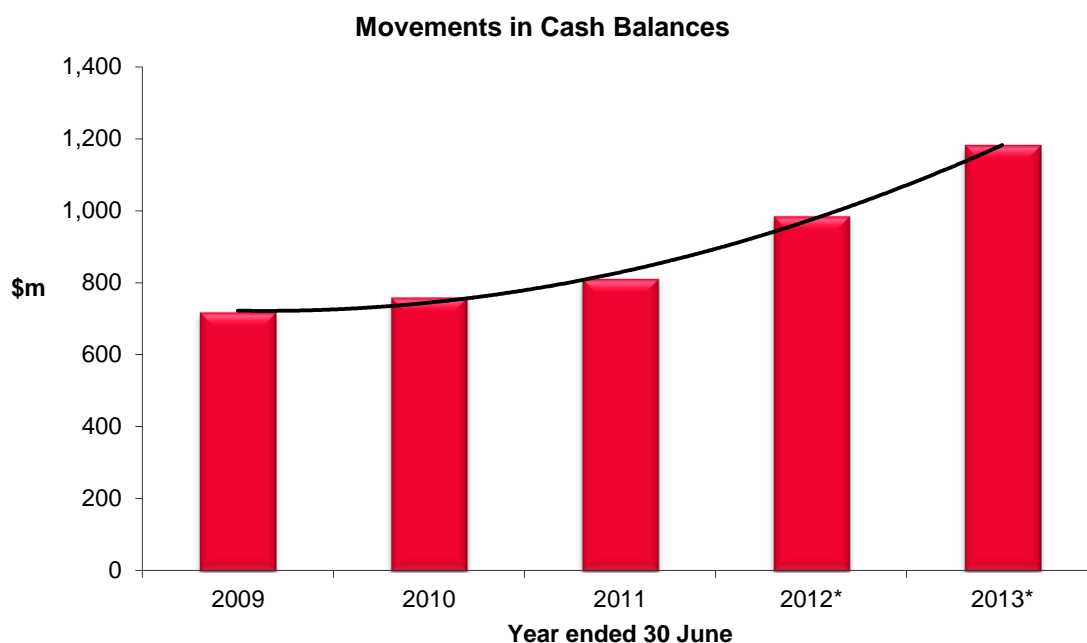
Demountable classrooms allow the Department to manage periodic fluctuations in school enrolments. The decision to replace demountable buildings with permanent buildings is based on several factors, such as a school showing a long-term need for additional accommodation due to sustained and stable enrolment growth.

The Department has a stock of almost 6,000 demountables, of which 4,325 are currently on school and TAFE sites. The Department continues to maintain and refurbish demountables on a regular basis, both on and off school sites. All demountable classrooms are air-conditioned.

Over 4,300 air-conditioned demountables are used as classrooms to meet periodic fluctuations in demand at schools

Cash Balances

The Department had significant cash balances at 30 June 2013 with almost \$1.2 billion in cash or cash equivalents:



Source: Department of Education and Communities financial statements 2009 to 2013. Where prior period errors have been identified, balances have been restated.

* Balances include the Office of Communities.

The cash balances held by schools as at 30 June 2013 totalled \$652 million (\$588 million at 30 June 2012) of which \$46.9 million (\$45.9 million) related to trust funds.

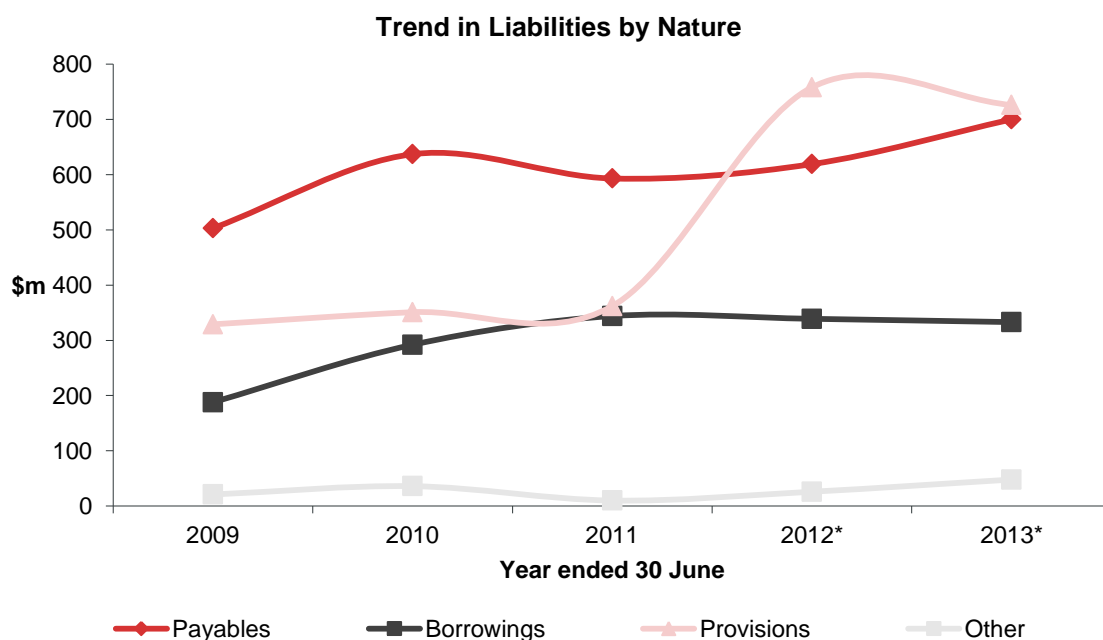
Based on the percentages as at November 2012, schools are holding these funds for the following purposes:

	\$m	Per cent
Asset replacement and acquisition	103.6	15.9
Commitments	370.8	56.9
General contingencies	177.2	27.2
Total	651.6	100.0

Secondary schools generally hold much larger cash balances than primary schools:

Type of school	Number	Total Bank balance \$m	Average balance \$
Primary	1,778	357.9	201,294
Secondary	421	293.7	697,627

Liabilities



Source: Department of Education and Communities financial statements 2009 to 2013. Where prior period errors have been identified, balances have been restated.

* Balances include the Office of Communities.

Provisions

Employee entitlement liabilities at 30 June 2013 increased by \$400 million or 122.9 per cent from 2009 largely due to the initial recognition in 2011-12 of liabilities associated with non-term leave. The Department's liability for payments to school teachers during non-term weeks had not been recognised before this. The total liability for this leave was \$279 million at 30 June 2013.

The Department is effectively addressing employee excessive annual leave balances. Employees with excess annual leave balances have fallen from 869 at 30 June 2012 to 593 at 30 June 2013. TAFE employees with excessive annual leave balances fell from 701 to 533.

Borrowings decreased by \$5.0 million in 2012-13 and the Department reclassified \$141 million due to the Crown Entity from current to non-current.

Payables increased mainly due to a rise in accrued salaries and unearned VET-FEE Help revenue.

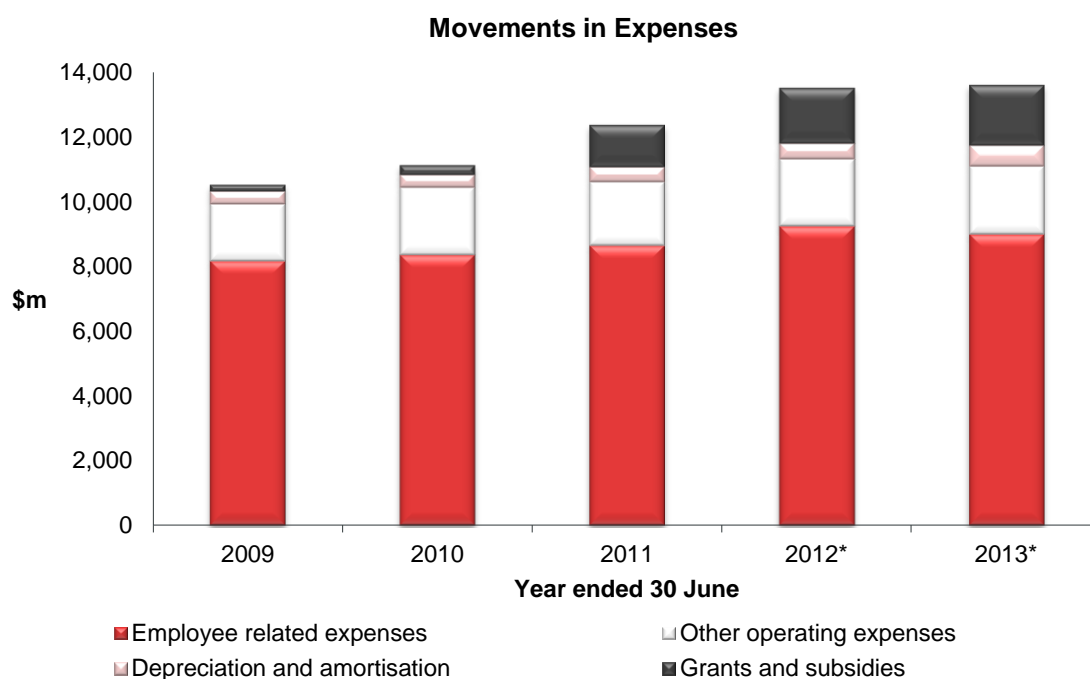
The Department is reducing excessive employee annual leave balances

Trends in Expenses and Revenues

Year ended 30 June	2013 \$'000	2012 \$'000
Employee related expenses	8,977,492	9,229,709
Depreciation and amortisation	660,506	500,381
Grants and subsidies	1,868,001	1,725,852
Finance costs	19,167	19,147
Other expenses	2,102,668	2,064,047
Total expenses	13,627,834	13,539,136
Government contributions	12,571,416	12,784,795
Sale of goods and services	482,368	478,553
Investment revenue	46,062	53,800
Other revenue	548,396	458,211
Total revenues	13,648,242	13,775,359
Other losses	(26,614)	(26,139)
Net result – surplus/(deficit)	(6,206)	210,084
Other comprehensive income		
Net increase/(decrease) from revaluation of assets	(1,236,939)	6,012,519
Superannuation actuarial gains/(losses)	15,263	(29,499)
Total other comprehensive income/(expense)	(1,221,676)	5,983,020
Total comprehensive income/(expense)	(1,227,882)	6,193,104

Source: Department of Education and Communities financial statements 2013. Where prior period errors have been identified, balances have been restated.

Expenses



Source: Department of Education and Communities financial statements 2009 to 2013. Where prior period errors have been identified, balances have been restated.

* Balances include the Office of Communities.

Employee related costs grew by \$818 million or ten per cent from 2008-09 to 2012-13, but decreased by \$252 million from 2011-12 to 2012-13, primarily due to movements in the discount rate used to value long service leave liabilities.

Grants and subsidies increased by \$1.7 billion from 2008-09 to 2012-13 primarily due to a change in the way the Department recorded some grant payments. Up to 2010-11, most grants were recorded as transfer payments and not recorded in the Statement of Comprehensive Income.

School Facilities and Building Maintenance

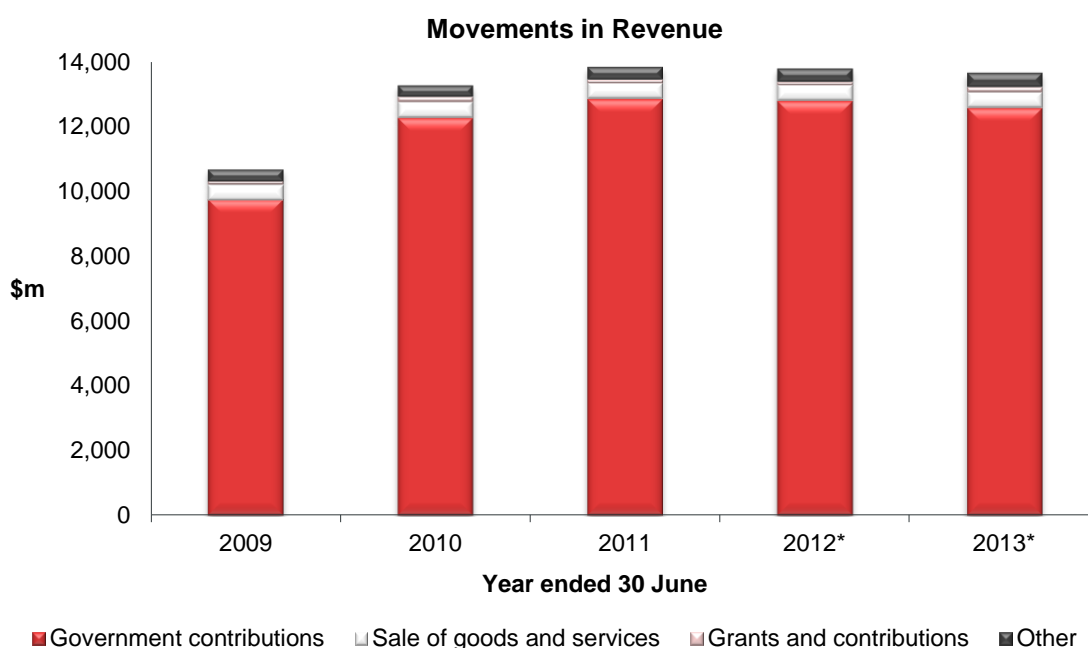
Total school maintenance funding increased from \$289 million in 2011-12 to \$318 million in 2012-13. This included an efficiency saving of \$16.0 million. The Department spent \$312 million of this funding during 2012-13.

In 2011, the Department commenced a costing exercise and identified approximately \$312 million in maintenance expenditure requirements. The costing exercise was completed in August 2013 with a revised projection of \$537 million for all schools.

The Department is using a Life Cycle Costing approach to measuring and predicting maintenance and capital renewal liabilities now and into the future, and using this information to prioritise maintenance and renewal activities.

Approximately \$537 million to maintain schools is required over the next two years

Revenue



Source: Department of Education and Communities financial statements 2009 to 2013. Where prior period errors have been identified, balances have been restated.

* Balances include the Office of Communities.

The net decrease in actual government contributions of \$213 million from 2011-12 to 2012-13 was primarily due to delays in implementing various National Partnerships and other Commonwealth programs.

National Partnership	Budgeted funding \$'000	Actual funding \$'000	Reason for reduced funding
Low SES Schools	158,863	128,877	Underspend due to the unavailability of temporary staff to fill the roles
Teacher Quality	75,464	28,018	Negotiations ongoing
Digital Education Revolution	93,252	67,379	Late receipt of income and program delays
Universal Access Fund	177,329	46,309	Insufficient time to fully allocate the grant to the approved program
Skills Reform	76,594	--	Implementation plan yet to be approved by Commonwealth and State Governments
All other	326,003	336,134	--
Total	907,505	606,717	

Source: Department of Education and Communities (unaudited).

Budgeted funding not received in 2012-13 will carry forward to the next financial year.

Financial Reporting

TAFE Financial Statements (Repeat Issue)

Recommendation

TAFE NSW should improve the quality of its financial statements and supporting work papers. It should:

- develop a detailed project plan demonstrating its preparedness for the 2013-14 financial reporting cycle by 28 February 2014
- share its project plan, together with progress in implementing the actions, with the Audit and Risk Committee and the Department.

TAFE NSW's financial statements contained errors and some supporting work papers were not reviewed by senior management. TAFE NSW should review its processes to improve the quality of its financial information and reporting.

TAFE Student Revenue System

Recommendation

TAFE NSW should improve its revenue application systems to provide relevant revenue/course information and detailed product costing.

Both TAFE NSW's and the Department's financial statements included a prior period error due to the way revenue was recognised in the financial statements.

Revenue associated with the TAFE fee (administration charge) was previously 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 30 June, some of this fee is revenue received in advance of the provision of services.

While management was able to estimate the revenue that should be deferred, the existing revenue systems do not have the functionality to provide this data.

The Department received \$301 million less funding than budgeted because of delays in implementing National Partnerships

TAFE NSW needs to improve the quality of its financial reporting

TAFE NSW needs to improve its revenue systems to provide better information for timely and effective decision-making

Department – Control of Assets

Recommendation

The Department should clarify and resolve issues regarding control of significant assets.

A number of significant assets, such as the Conservatorium of Music site and the Kirkbride buildings, have historically been recorded in the financial statements of the Department. Conservatorium activities include:

- non-exclusive operations of a Conservatorium High School managed by the Department
- commercial venue hire and community outreach managed by the Department
- Sydney Conservatorium of Music managed by the University of Sydney.

There is uncertainty regarding the control of assets at these sites. The Department advises it will address this matter during 2013-14.

Financial Indicators

The following table is an analysis of the Department's financial indicators:

Year ended 30 June	2013***	2012***	2011	2010	2009
Current ratio*	0.89	0.73	0.86	0.92	1.01
Underlying current ratio**	0.49	0.39	0.43	0.46	0.48
Net assets (\$m)	25,152	26,386	21,997	20,224	16,839
Net result – surplus/(deficit) (\$m)	(6)	210	1,414	2,106	156

* Current assets divided by current liabilities.

** Current assets less school cash balances divided by current liabilities.

*** Balances include the Office of Communities.

The current ratio is an indicator of an entity's solvency, and therefore its ability to pay its debts as and when they fall due. A ratio higher than 1:1 means cash and liquid assets exceed short-term liabilities.

Other Information

Key Reforms

In 2010, the then Federal Minister for Education initiated a review of funding arrangements for schooling with the aim of developing a system which is transparent, fair, financially sustainable and effective in promoting excellent educational outcomes for all Australian students. The 'Review of Funding for Schooling' report was published in December 2011.

The review panel considered more than 7,000 submissions from interested parties, visited 39 schools and consulted 71 education groups across Australia. The 'Review of Funding for Schooling' report contains 41 recommendations and 26 findings to lift educational standards and outcomes in Australia. Key findings included:

- a decline in student performance over the past decade
- a large performance gap between the highest and lowest performing student
- funding arrangements are complex and there is an imbalance between funding responsibilities of the Australian, State and Territory Governments
- uncoordinated school capital and infrastructure funding.

The report recommends changes to the current funding model and indicates the additional cost to governments would be about \$5.0 billion per year or around 15 per cent of all governments' recurrent funding for schooling.

National Education Reform Agreement

In April 2013, the NSW Government and the former Australian Government agreed to the National Education Reform Agreement (NERA) to address the findings of the 'Review of Funding for Schooling' report.

The agreement is expected to deliver \$5.0 billion of additional school education investment from 2014 to 2019. New South Wales will contribute \$1.7 billion of the additional funding. This funding is expected to improve the allocation between all schools and deliver additional resources to schools that need it most. The additional funding will be allocated as follows:

NSW education sector	2014 \$m	2015 \$m	2016 \$m	2017 \$m	2018 \$m	2019 \$m	Total \$m
Government schools	118	249	382	745	1,153	1,597	4,244
Catholic schools	19	37	53	98	141	181	529
Independent schools	16	21	25	46	66	85	259

Source: Department of Education and Communities (unaudited).

The Department advises the change in Australian Government had no immediate impact on NERA as both major political parties committed to maintaining the agreement for at least the current forward estimates period (four years from 2014 to 2017). Approximately \$3.2 billion of the funding is due in the final two years of the six year program.

Local Schools, Local Decisions and the New Resource Allocation Model

In March 2011, the NSW Government announced its 'Local Schools, Local Decisions' reform intended to give schools greater local authority to manage budgets and human resources more effectively. It is broadly consistent with recommendations made in the 'Review of Funding for Schooling' report and the Australian Government's 'Empowering Local Schools' National Partnership:

Review of Funding for Schooling

- recommends base funding plus loading model
- resources need to target areas that impact student learning
- recommends loadings for socio-economic status, Aboriginality, English Language Proficiency and students with disability, as well as loadings for school size and location

Local Schools, Local Decisions

- developed a new resource allocation model that uses a base funding plus loading concept
- resources based on student and school needs
- funding goes directly to schools, enabling certainty in school planning, evaluation and reporting from year to year
- allocating funding to recognise the different characteristic of each school and ability to cope with changing school and student population

Empowering Local Schools

- provides school communities with more authority over how their school operates with principals having greater flexibility in selection of staff and authority over 70 per cent of the public education sector budget
- provides schools with more authority on procurement decisions
- principals will be free to make more local decisions for purchases up to \$5,000

Local Schools, Local Decisions

- provides schools with more dynamic response to innovation and decision-making to meet student needs
- reduces red tape and reporting requirements
- on full implementation will provide schools with authority over 70 per cent of the education sector budget and allows principals to make on the spot purchases of up to \$5,000

Principals will have a greater say in managing school finances

What impact will these reforms have?

The reform acknowledges teachers and principals best understand the learning needs of their students and should be given a greater say on how to use resources to meet these needs. The reform will change the way funds are managed and how decisions are made in the school:

	Current State	Future State
Managing resources	<ul style="list-style-type: none"> schools manage less than ten per cent of the total public school education budget schools manage up to 600 separate line items and small program budget funding for schools is determined by student number and central programs 	<ul style="list-style-type: none"> schools will manage more than 70 per cent of the total public school education budget schools manage a budget that separates staffing and non-staffing funding funding for schools reflects complexity as well as student numbers
Making decisions	<ul style="list-style-type: none"> a relatively large State Office makes most decisions about schools 	<ul style="list-style-type: none"> schools make most decisions a significant smaller State Office develops policies and guidelines for schools
Staff in school	<ul style="list-style-type: none"> a rigid staffing formula determines the number and roles of staff in schools based on student numbers centralised staffing directly places some transfers and staff returning to duty into vacancies as they arise in schools. This means that some schools rarely get a say in how vacancies are filled 	<ul style="list-style-type: none"> schools choose the number and roles of staff within their budgets to best meet local needs. Schools choose how they fill at least every second vacancy once incentive transfers and Aboriginal employment applicants are placed schools can offer local incentives within their budgets
Reducing red tape	<ul style="list-style-type: none"> 200+ policies organised around central policy units requests for information from and manual work to support decisions by schools are repetitive and time consuming 	<ul style="list-style-type: none"> fewer and simpler policies organised around the work of schools new tools simplify and support increased local decision-making, including for finance and human resources transactions
Working locally	<ul style="list-style-type: none"> restrictive central procurement policies make it difficult for schools to purchase from local businesses 	<ul style="list-style-type: none"> schools will have more opportunities to use local contractors and principals will be free to make more local decisions for purchases up to \$5,000

The 229 schools participating in the Empowering Local Schools National Partnership are implementing the Resource Allocation Model as part of the Local Schools, Local Decisions reform.

To date, the Department has implemented 16 of the 31 projects supporting the Local Schools, Local Decision reform. These include:

- reduction in policies
- removal of restrictions for some tied grants
- increase in flexible decision-making within the State wide staffing system
- realignment of State and regional offices.

The Department advises that a critical component in achieving success in these reforms is the successful implementation of the Learning Management and Business Reform program.

Smart and Skilled

In October 2012, the NSW Minister for Education announced the Smart and Skilled reform for NSW's Vocational Education and Training system. The primary objective is to meet the State Plan goals by increasing productivity and participation with a skilled workforce.

The key features of the reform will include:

- student entitlement for entry-level qualifications
- a skills list that will define which courses are funded to meet current and future demand for jobs
- changes to how fees are set and loans for higher qualifications
- better information for student and employers on training, jobs and quality
- strengthening quality measures and consumer protection.

Smart and Skilled is supported through the National Partnership on Skills Reform.

Staged Implementation

The NSW Government is undertaking a staged implementation of Smart and Skilled which includes an entitlement to government subsidised training, commencing from 1 January 2015.

The next step will be the release of the NSW Skills List and Quality Framework, planned for December 2013. In September 2013, the NSW Government established an independent board (NSW Skills Board) to lead the implementation of the VET reform. Its role will include creating the skills list which will define which VET courses attract government subsidies, based on skill shortages and demand.

IPART has now provided its advice to the government on prices and fees. This will also be considered by the NSW Skills Board which will provide advice to the Minister for Education. Advice on prices and fees for 2015 will be released in 2014.

In mid-2014, the Department will invite training providers to apply to deliver services under Smart and Skilled in 2015.

In 2014, students will enrol in vocational training with TAFE NSW and private and community providers as they have done previously, paying annual or semester student fees. This staged implementation will enable students, employers and training providers to adjust to the new arrangements before enrolment for programs in 2015. Commencement on 1 January 2015 aligns with the academic year and allows students to make decisions about the best training choices.

Smart and Skilled Timeline



Source: Department of Education and Communities.

From 1 January 2015, eligible individuals will have an entitlement to select foundation courses and full qualifications up to and including Certificate III.

In 2015 pre-vocational training, skill sets and qualifications from Certificate IV to Advanced Diploma will also be funded through TAFE NSW and the training market.

From 2015, students will pay a fee for their course rather than an annual or semester fee. Concessions and exemptions will continue to be available for disadvantaged groups.

More information about Smart and Skilled is available at:

www.training.nsw.gov.au/vet/skills_reform/index.html.

Role of TAFE NSW

Under Smart and Skilled, TAFE NSW will play an important role as the State's public provider by ensuring students, employers, industry and communities have access to high quality education and training services aligned to the skill needs of New South Wales.

The reform will change the current funding model, which allocates funds to training providers to offer VET courses of their choice, to a model targeted at courses with skills shortages. TAFE NSW will still receive funding as the State's public VET provider, but will be expected to compete for contestable funding.

Concurrently, TAFE NSW is undergoing a governance reform. The reform is expected to offer greater autonomy and accountability for TAFE NSW's ten institutes so they can better manage their businesses locally and strengthen their entrepreneurial and commercial capability.

In October 2012, the Minister for Education separated the TAFE NSW Managing Director's function from the Director-General of the Department. The Deputy Director-General of TAFE and Community Education was appointed to the role of TAFE NSW Managing Director.

In August 2013, The Minister for Education released the TAFE NSW Statement of Owner Expectations, which outlines new governance and budget arrangements for TAFE NSW.

TAFE NSW will
compete for
contestable
funding

These include:

- separating TAFE NSW from the Department's budgeting process to provide greater clarity and transparency for the TAFE NSW budget
- providing institutes with greater authority to manage their finances, assets and workforces to allow them to make decisions to tailor training to areas of skill growth and need
- more effective asset management and service provision.

Background Information

Entity	Agency type	Activities
Department of Education and Communities (including TAFE Commission)	Department	<p>Coordinates the delivery of education and training services. It is responsible for providing school education, vocational education and training, and regulate the operation of early childhood education and care services.</p> <p>The Department's communities arm delivers services which include promoting the interests of children and supporting the Aboriginal people of New South Wales, providing more opportunities for participation in volunteering, sport and recreation and ensuring the sacrifices of war veterans are honoured and remembered.</p>
Technical and Further Education Commission (TAFE NSW)	Statutory Body	Provides vocational and pre-vocational education and training services to industry, students and other clients, through its ten institutes including the Open Training and Education Network.
Office of the Board of Studies	Department	<p>Sets the core curriculum by developing syllabuses for kindergarten to Year 12 and provides support materials for teachers and parents.</p> <p>Manages the NSW Higher School Certificate Examinations (Year 12) each year.</p> <p>Regulates NSW Non-Government schools, school providers of courses to overseas students and home schooling.</p>
NSW Institute of Teachers	Statutory Body	Oversees a system of accreditation and recognition of a teacher's professional capacity against professional standards.
NSW Board of Vocational Education and Training	Statutory Body	Provides the NSW Government with strategic advice about the NSW vocational education and training system, and also oversees policy and planning initiative in the NSW training system.

The following section includes abridged financial statements for these entities.

Education Related Entities – Abridged Financial Statements

	Department of Education and Communities (including TAFE NSW)		TAFE NSW		Office of the Board of Studies	
Year ended 30 June	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Statement of Comprehensive Income (abridged)						
Employee related expenses	8,977,492	9,229,709	1,332,467	1,231,574	84,378	91,373
Depreciation and amortisation	660,506	500,381	129,424	77,904	2,604	2,559
All other expenses excluding losses	3,989,836	3,809,046	379,991	524,287	32,780	27,396
Total expenses	13,627,834	13,539,136	1,841,882	1,833,765	119,792	121,328
Government contributions	12,571,416	12,784,795	1,348,737	1,373,691	108,951	109,702
All other revenue	1,076,826	990,564	493,555	460,795	11,664	8,137
Total revenue	13,648,242	13,775,359	1,842,292	1,834,486	120,615	117,839
Gains/(losses)	(26,614)	(26,139)	(15,403)	722	2	(355)
Other comprehensive income – increase/(decrease) from asset revaluations	(1,236,939)	6,012,519	311,987	1,094,000	--	--
Other comprehensive income – superannuation actuarial gains/(losses)	15,263	(29,499)	--	--	--	--
Other comprehensive income – all other movements	--	--	--	--	--	--
Total comprehensive income/(expense)	(1,227,882)	6,193,104	296,994	1,095,443	855	(3,844)
Statement of Financial Position (abridged)						
At 30 June						
Current assets	1,294,714	1,117,042	350,814	249,065	11,510	8,167
Non-current assets	25,665,430	27,011,040	4,458,836	4,196,943	8,268	7,892
Total assets	26,960,144	28,128,082	4,809,650	4,446,008	19,778	16,059
Current liabilities	1,461,037	1,528,348	367,636	300,959	11,188	7,499
Non-current liabilities	346,795	213,877	1,673	1,703	1,212	2,037
Total liabilities	1,807,832	1,742,225	369,309	302,662	12,400	9,536
Net assets	25,152,312	26,385,857	4,440,341	4,143,346	7,378	6,523

Year ended 30 June	Institute of Teachers		Board of Vocational Education and Training	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Statement of Comprehensive Income (abridged)				
Employee related expenses	4,270	4,158	--	--
Depreciation and amortisation	206	242	--	--
All other expenses excluding losses	1,828	1,359	1,434	1,664
Total expenses	6,304	5,759	1,434	1,664
Government contributions	4,318	1,887	810	875
All other revenue	5,380	4,721	1,027	1,050
Total revenue	9,698	6,608	1,837	1,925
Gains/(losses)	(419)	(515)	--	--
Other comprehensive income – increase/(decrease) from asset revaluations	--	--	--	--
Other comprehensive income – superannuation actuarial gains/(losses)	1,050	(2,600)	--	--
Other comprehensive income – all other movements	--	--	--	--
Total comprehensive income/(expense)	4,024	(2,266)	403	261
Statement of Financial Position (abridged)				
At 30 June				
Current assets	14,653	12,175	2,119	1,561
Non-current assets	1,218	858	--	--
Total assets	15,871	13,033	2,119	1,561
Current liabilities	4,364	4,590	273	118
Non-current liabilities	3,768	4,728	--	--
Total liabilities	8,132	9,318	273	118
Net assets	7,739	3,715	1,846	1,443

Section Two

Agencies with Individual Comments

Aboriginal Housing Office

Home Purchase Assistance Fund

NSW Land and Housing Corporation

Sydney Cricket and Sports Ground Trust

Sydney Olympic Park Authority

Venues NSW

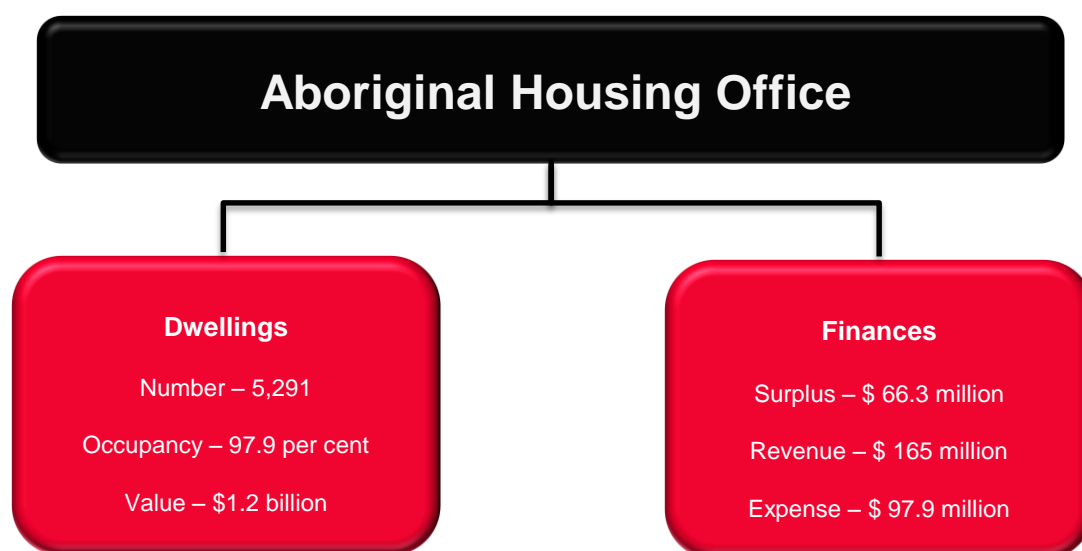
Wentworth Park Sporting Complex Trust

Aboriginal Housing Office

Audit Opinion

I issued an unqualified audit opinion on the Aboriginal Housing Office's 30 June 2013 financial statements.

Operational Snapshot



Performance Information

Dwellings

The number of dwellings at 30 June 2013 increased mainly due to the transfer of 94 dwellings from the NSW Land and Housing Corporation.

At 30 June	Target	Actual		
	2013	2013	2012	2011
Dwellings	5,458	5,291	5,168	4,949

Source: Aboriginal Housing Office (unaudited).

Waiting List for Housing

Year ended 30 June	2013	2012	2011	2010
Number of applicants on the waiting list	2,507	2,490	2,244	2,176

Source: Aboriginal Housing Office (unaudited).

The number of applicants on the waiting list rose by 17 at 30 June 2013, an increase of 0.7 per cent. The average waiting time for new applicants is one year and three months.

Maintenance of Housing Stock

The level of maintenance expenditure increased during the year to reduce backlog maintenance in accordance with the Office's ten year planned maintenance program.

Year ended 30 June	Target	Actual			
	2014	2013	2012	2011	2010
Scheduled maintenance (\$m)	13.0	14.7	11.6	9.7	12.8
No. of dwellings scheduled for maintenance	300	296	279	218	331
Average maintenance cost per dwelling (\$)	43,333	49,592	41,573	44,495	38,671

Source: Aboriginal Housing Office (unaudited).

The Office spent \$8.2 million on non-scheduled responsive maintenance during the year. Backlog maintenance on properties at 30 June 2013 totalled \$30.0 million (\$37.0 million).

Other Information

The Build and Grow Strategy

The Office will continue implementing its 'Build and Grow Strategy' until 2020. The Strategy aims for the Aboriginal community housing sector to achieve financial sustainability independent of government grants. The key source of funding for the strategy is the 'National Partnership Agreement Remote Indigenous Housing' with the Australian Government.

Financial Information

Abridged Statement of Comprehensive Income

Year ended 30 June	2013 \$'000	2012 \$'000
Total expenses	97,911	92,774
Total revenue	164,524	168,737
Other losses	(352)	(1,643)
Net result - surplus	66,261	74,320
Revaluation (decrement)/increment	(32,078)	2,415
Total comprehensive income	34,183	76,735

The increase in expenses is mainly due to increased grants to Aboriginal Community Housing Providers.

Abridged Statement of Financial Position

At 30 June	2013 \$'000	2012 \$'000
Current assets	53,836	30,205
Non-current assets	1,227,239	1,204,118
Total assets	1,281,075	1,234,323
Current liabilities	34,164	21,873
Non-current liabilities	318	40
Total liabilities	34,482	21,913
Net assets	1,246,593	1,212,410

An increase in capital work-in-progress and the timing of payments for these construction costs after year end gave rise to increased non-current assets, current assets and current liabilities.

The Aboriginal Housing Office Activities

The Office's principal functions are to plan, develop, deliver and evaluate programs and services to assist Aboriginal and Torres Strait Islander people within New South Wales to meet their housing needs. Other functions relate to registering and funding Aboriginal community housing providers, the power to enter into agreements with registered Aboriginal community housing providers, and the management of owned property.

The Office was constituted by the *Aboriginal Housing Act 1998*. It is subject to the control and direction of the Minister for Family and Community Services.

For further information on the Office, refer to www.aho.nsw.gov.au.

Home Purchase Assistance Fund

Audit Opinion

I issued an unqualified audit opinion on the Home Purchase Assistance Fund's 30 June 2013 financial statements.

Operational Snapshot

The Fund held cash deposits of \$286 million at 30 June 2013 (\$288 million at 30 June 2012) and earned interest of \$15.5 million (\$21.5 million). It distributed cash of \$20.8 million (\$21.1 million) to Treasury.

The Fund, through a trustee, continues to manage 384 housing loans (384) totalling \$17.7 million at 30 June 2013 (\$20.7 million).

Key Issues

State's Home Purchase Programs

Recommendation

Department of Family and Community Services should reassess the objective of the Fund and its continued operation.

A Trust Deed established the Fund on 14 February 1989 to support and administer the State's home purchase assistance program. The Fund is required to:

- have the beneficiary as the Minister of the Crown of the State of New South Wales for the time being charged with the administration of the *Housing Act 2001*
- make distribution to those as directed by the beneficiary including meeting any shortfalls in the trusts and shared equity schemes
- through the trusts raise funds on behalf of the State and to lend funds to a certain class of homebuyers under conditions specified by the State Government.

At 30 June 2013, the Fund operated with just one mortgage Trust.

Housing NSW advises the *Home Fund Restructuring Act 1993* closed loans to new applications from June 1994.

The Trust has not raised any further funds on behalf of the State and not lent funds to any class of homebuyers under the State's home purchase assistance program.

The Fund has not issued any new loans to home buyers from this program for the past 19 years.

The Fund's operation was reduced to administering 384 loans and maintaining cash deposits of over \$280 million in the bank for the past 19 years.

NSW Land and Housing Corporation

Audit Opinion

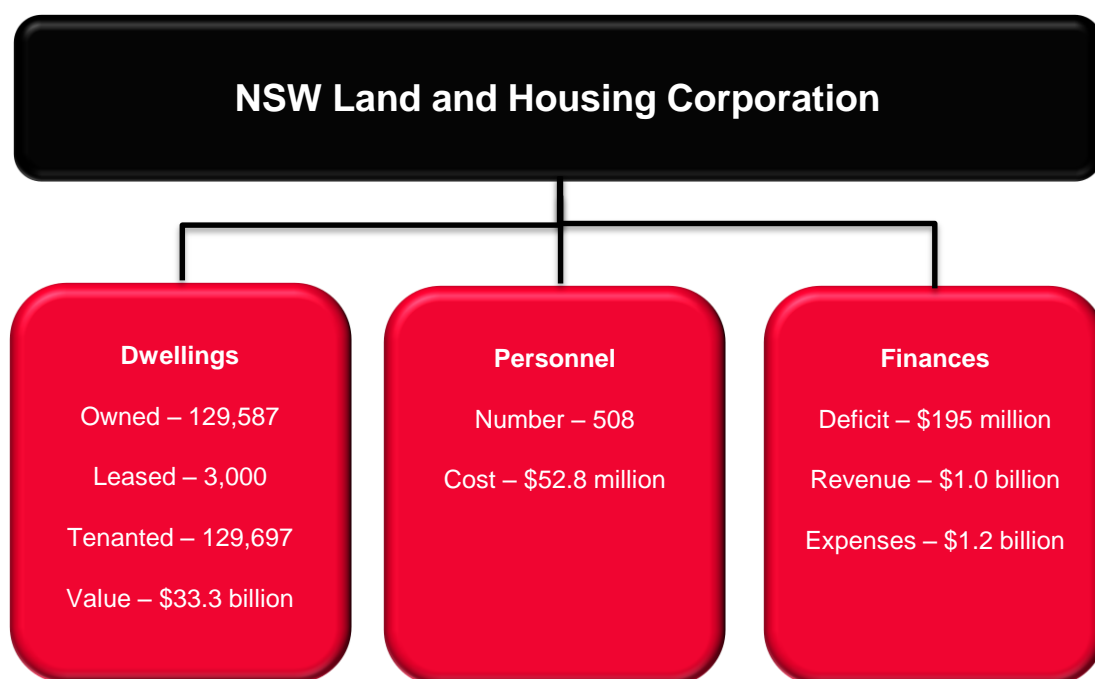
I issued an unqualified audit opinion on NSW Land and Housing Corporation's 30 June 2013 financial statements.

Compliance with Treasury's Early Close Procedures

During the year, Treasury issued TC 13/01 'Mandatory early close procedures for 2013'. This Circular aimed to improve the quality and timeliness of agencies' annual financial statements.

The Corporation complied with the Circular and performed the required early close procedures. This enabled the financial statement audits to be finalised within an earlier timeframe of eight weeks (nine weeks in 2011-12). The early close procedures also contributed to improvements in the quality of the financial statements.

Operational Snapshot



NSW Land and Housing Corporation owns and manages the Government's social housing asset portfolio, while Housing NSW provides tenancy management services to the Corporation for dwellings used for public housing. The Corporation received rent and other tenancy charges of \$768 million (\$727 million in 2011-12) and government grants of \$145 million (\$206 million).

Performance Information

Social Housing Implementation Plan

Over the past three years, the Corporation built 6,269 new houses at a cost of \$1.8 billion largely funded by the Australian Government's Nation Building Economic Stimulus Plan (NBESP). It has vested 3,099 of these houses to Community Housing Providers (CHP) and expects to vest another 2,921 over the next two years.

Social Housing Spend

Year ended 30 June	2013	2012	2011	2010	2009
Spend on dwellings (\$m)	96	183	267	277	369
Number of dwellings completed	374	919	674	1,039	1,217

Source: NSW Land and Housing Corporation (unaudited).

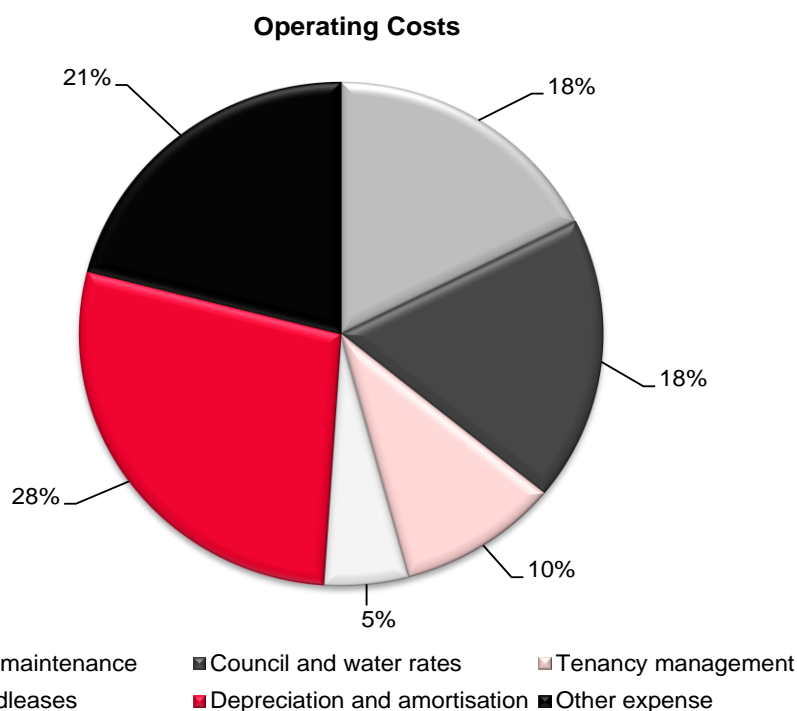
Spend does not include funding under NBESP.

The construction of dwellings spans one or more years and as a consequence the amount spent on construction in a particular year does not necessarily match the number of dwellings completed in that year.

The amount spent on construction and the number of dwellings completed each year has decreased over the past three years largely due to the construction of NBESP funded houses.

Where did the dollars go?

The Corporation's total operating expenditure in 2012-13 was \$1.2 billion (\$1.2 billion in 2011-12) and comprised:



Over 51 per cent or \$587 million (\$591 million) of the Corporation's operating costs were property related expenses, which include repairs and maintenance, council and water rates, tenancy management and rent on head leases.

The Corporation leases residential properties from the private sector at an annual cost (rent on head leases) of \$60.0 million to supplement its housing stock to meet social housing demand.

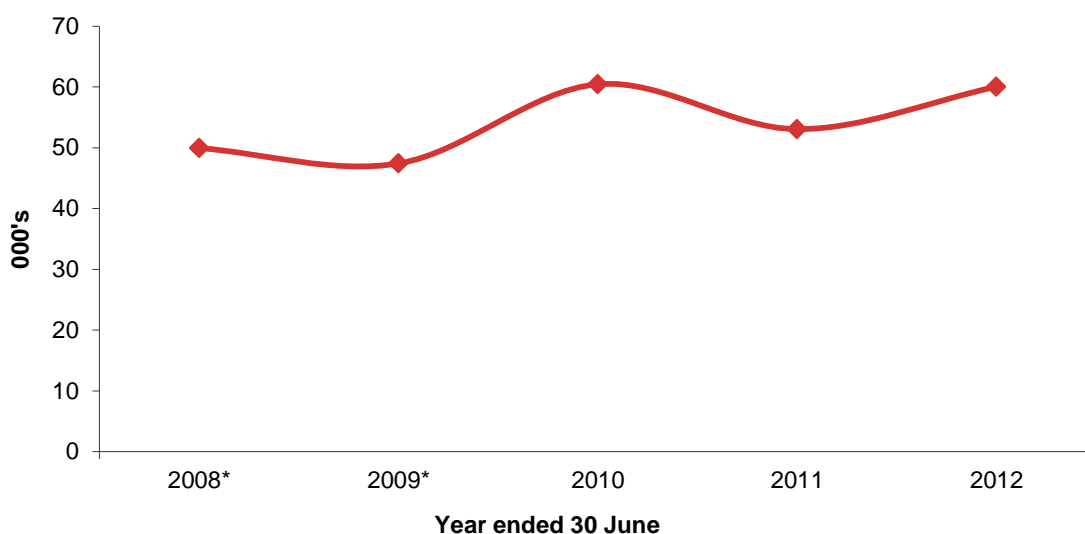
Tenancy management expenses of \$115 million (\$112 million) are paid to Housing NSW for providing tenancy management services.

The Corporation's spend on social housing continues to decline

Over 51 per cent of the Corporation's expenditure relates to properties

Waiting Lists for Public Housing

Total Applicants on Waiting List



Over 55,000 applicants on waiting list for public housing

Source: Productivity Commission Report on Government Services, 2012.

* Public housing only.

Notes:

- information for 30 June 2013 is not yet available
- from 2009, there was one social housing waiting list for all public housing providers
- the common waiting list, housing affordability and the tight rental market caused a spike in the waiting list in 2010
- applicants may have been on more than one waiting list before 2009
- stating earlier waiting lists to a common base in the graph is not possible.

A performance audit report 'Making the Best Use of Public Housing,' issued in July 2013, estimates all social housing meets only 44 per cent of the need in New South Wales. The constraints in the current portfolio and funding arrangements limit Housing NSW and the Corporation's ability to meet changing public housing needs.

Public Housing Dwellings and Occupancy Rates

Total Dwellings and Occupancy at 30 June 2012



Source: Productivity Commission Report on Government Services, 2012.

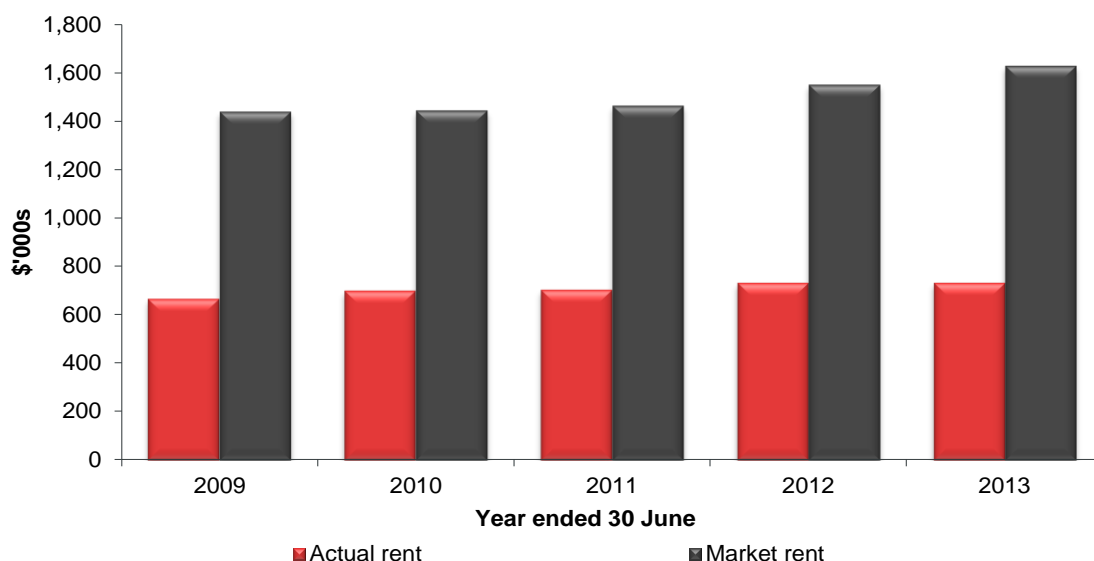
Note: Information for 30 June 2013 not yet available.

At 30 June 2012, New South Wales had the most public housing properties in Australia and the highest occupancy rate at 98.9 per cent (99.1 per cent). This is higher than the national average of 97.7 per cent (98 per cent). This calculation is based on tenantable dwellings only and not all residential property owned by the Corporation, some of which are managed by Community Housing and part of the Bonnyrigg project.

Market Rent Compared to Actual Rent

Rents paid by public housing tenants are subsidised. The extent of the subsidy depends on the income of respective tenants. In total, subsidies represent about 55 per cent of the market rental that could be earned from these properties.

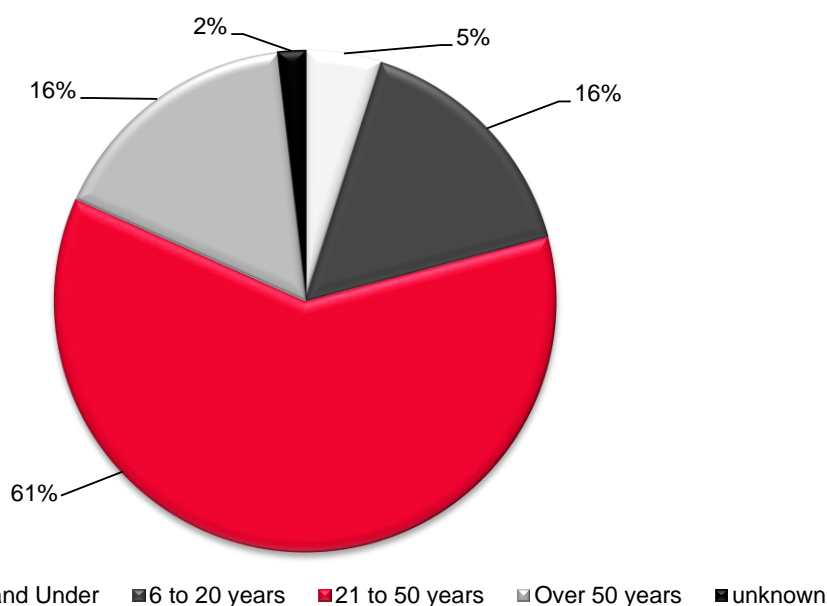
Market Rent Compared to Actual Rent



Source: Audited financial statements.

Aged Profile of Residential Properties

Age of Properties at 30 June



Note: Properties over 50 years includes 680 properties over 100 years.

Most public housing (77 per cent) is more than 20 years old. As reported in a recent performance audit report, the supply of new properties is decreasing, increasing the gap between the supply and the demand for public housing.

Public Housing is subsidised to the extent of 55 per cent of market rentals for similar properties

Seventy seven per cent of residential properties are more than 20 years old

Backlog Maintenance

Backlog of maintenance for existing properties continues to increase, as shown below.

Year ended 30 June	2013	2012	2011
Backlog maintenance (\$m)	317	302	283

Backlog maintenance has increased by 12 per cent to \$317 million since 2011

The Corporation started conditional assessment surveys of its properties in May 2012 and had completed approximately 65,000 by 30 June 2013. This includes dwellings managed by Community Housing and owned by the Aboriginal Housing Office. The surveys are expected to conclude by June 2014. The assessment survey is a visual inspection of assets that helps identify condition, amenity, component failures, environmental information and structural integrity issues which will be used in the portfolio strategy and maintenance programs.

Planned and Responsive Maintenance

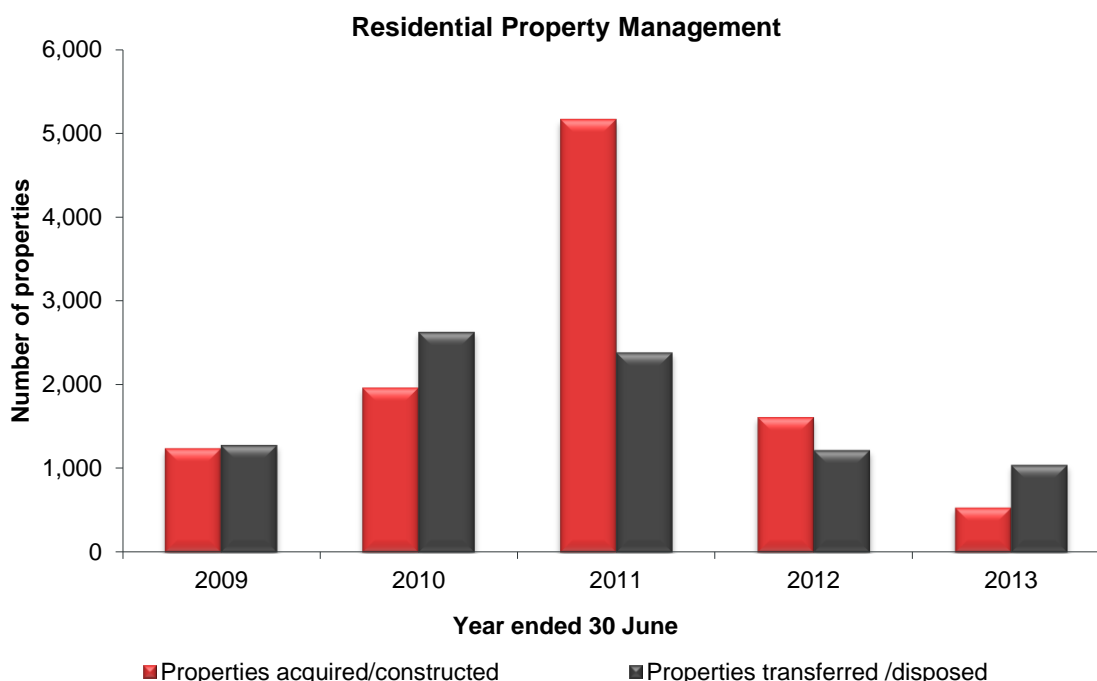
Year ended 30 June	2013	2012	2011
Budgeted planned maintenance (\$m)	112	108	90
Actual planned maintenance (\$m)	108	121	112
Budgeted responsive maintenance (\$m)	96	96	83
Actual responsive maintenance (\$m)	95	100	90

Source: NSW Land and Housing Corporation (unaudited).

Actual planned and responsive maintenance were below budget in 2012-13. Planned maintenance is work that can be anticipated in advance and can be scheduled when it becomes due. Responsive maintenance is work that is attended to as it arises.

Public Housing Residential Property Management

Lowest increase in number of properties in 2013



Note: Properties constructed include those under NBEP, which spiked in 2011
Properties transferred include transfers to CHPs and Aboriginal Housing Office.

Other Matters

The 2012-13 audit identified opportunities for improvements to accounting and internal control procedures, which have been reported to management.

Airds Bradbury Renewal Project

The Airds Bradbury Renewal Project involves renewal of 1,470 social housing properties in the Campbelltown area. This project is being delivered in partnership with Housing NSW and UrbanGrowth NSW and is subject to availability of funding and market conditions.

Bonnyrigg Project

The Bonnyrigg project is a public private partnership (PPP) under which the project managers will build or redevelop 833 social housing dwellings in the community of 1,633 private and 699 social housing dwellings. The PPP will add a further 134 dwellings elsewhere to help ensure the stock of 833 social houses is held constant. When complete, 70 per cent of the housing on the estate will be private dwellings and 30 per cent will be social housing dwellings.

The PPP comprises a consortium. Despite receivers being appointed to one of the members of the consortium, it has completed 363 dwellings, being 152 social and 211 private dwellings. The consortium is in the process of sourcing a replacement developer. The Corporation confirmed there are no financial or legal exposures other than the finance lease liability of \$29.5 million at 30 June 2013, which is part of the PPP arrangement.

One Minto Project

On completion, this project will have approximately 1,242 homes with 367 public housing properties and 875 private housing properties in Minto. Of the 367 public housing properties, 155 will be upgraded existing cottages, 120 new seniors' units and 92 new dwellings. Of the 1,007 public housing dwellings in the estate before the renewal project, 640 will be either demolished or sold.

The Corporation, Campbelltown City Council and UrbanGrowth NSW are partners in the project. This project is expected to be complete in 2017-18.

Financial Information

Abridged Statement of Comprehensive Income

Year ended 30 June	2013 \$'000	2012 \$'000
Rent and other tenant charges	767,726	727,059
Government grants	144,699	205,719
Other income	88,176	69,684
Total revenue	1,000,601	1,002,462
Repairs and maintenance	202,722	221,158
Council and water rates	210,333	201,115
Personnel services	52,767	51,335
Depreciation and amortisation	321,506	296,347
Tenancy management	114,513	111,720
Grant expenses	42,140	33,959
Other expenses	251,865	242,953
Total expenses	1,195,846	1,158,587
Net result - deficit	(195,245)	(156,125)
Other comprehensive income		
Revaluation increment	2,031,672	1,161,242
Total other comprehensive income	2,031,672	1,161,242
Total comprehensive income	1,836,427	1,005,117

Government grants fell due to:

- a one-off grant of \$45.0 million from the Home Purchase Assistance Fund in 2011-12
- a \$22.6 million reduction in the Department of Family and Community Services grant.

Other income rose due to increased GST refunds from direct cost apportionment. Other comprehensive income includes a \$2.0 billion upward revaluation of the Corporation's properties (\$1.2 billion).

Abridged Statement of Financial Position

	2013 \$'000	2012 \$'000
Current assets	300,741	150,380
Non-current assets	34,125,145	32,432,247
Total assets	34,425,886	32,582,627
Current liabilities	244,845	264,713
Non-current liabilities	728,259	701,559
Total liabilities	973,104	966,272
Net assets	33,452,782	31,616,355

The movement in current assets reflects an increase in cash from the sale of properties and Commonwealth grant receipts towards the end of the year.

The increase in non-current assets reflects the \$2.0 billion property revaluation increment, offset by the sale of some properties.

Financial Ratios

Ratio	30 June 2013	30 June 2012
Interest cover (times) ^(a)	(1.7)	(1.1)
Current ratio ^(b)	1.2	0.6
Return on average assets (%) ^(c)	(0.6)	(0.5)
Return on average equity (%) ^(d)	(0.6)	(0.5)
Debt to equity ratio (%) ^(e)	2.1	2.3

Calculated as:

- Deficit for the year plus interest divided by gross interest expense.
- Current assets divided by current liabilities.
- Deficit for the year expense divided by average assets.
- Deficit for the year divided by average equity.
- External debt divided by equity.

Interest cover for the year decreased due to the higher deficit in 2012-13. The deficit for 2011-12 was lower due to the one off grant of \$45.0 million.

The current ratio for 2011-12 was impacted by the restructure and transfer of some current assets and liabilities to the Department of Family and Community Services. The Debt to equity ratio improved due to a reduction in the level of debt in 2012-13.

The Corporation's Activities

The Corporation's statutory functions are set out in the *Housing Act 2001*. Its role is to provide quality rental housing solutions for those whose needs cannot be met by the private market.

The Minister for Family and Community Services (the Minister for Finance and Services up to 1 August 2013) has the power to direct and control the Deputy Director-General of the Corporation in respect of all the Corporation's operations. Management advised that no such ministerial directions occurred in 2012-13.

For further information on the Corporation, refer to www.housing.nsw.gov.au.

Sydney Cricket and Sports Ground Trust

Audit Opinion

I issued unqualified audit opinions on the Sydney Cricket and Sports Ground Trust's and its controlled entity's 28 February 2013 financial statements.

Operational Snapshot

The Trust is charged with the care, control and management of the Sydney Cricket Ground and Allianz Stadium. It hosted around 1.1 million people at these venues during the year ended 28 February 2013. The following table shows total attendances by event type:

Year ended 28 February	2013	2012
Rugby League	267,000	357,000
Cricket	188,600	238,500
Australian Rules	206,400	201,600
Football (soccer)	180,100	137,700
Rugby Union	155,500	105,900
Special events and concerts	90,000	121,900
Total	1,087,600	1,162,600

Source: Sydney Cricket and Sports Ground Trust (unaudited).

* The prior reporting period ended on 29 February.

Other Information

The Trust is progressing with its \$198 million redevelopment of the Sydney Cricket Ground and expects the redevelopment will be operational in January 2014.

The NSW Government is contributing \$97.5 million to the project and the Australian Government \$50.0 million. The Trust will fund the remaining \$50.0 million through borrowings. By 28 February 2013, the Trust had received \$78.7 million of government funding and had spent \$57.1 million on the redevelopment.

In July 2013, the NSW Government approved additional funding of \$11.5 million for the redevelopment. The funding is for unexpected costs not factored into the original \$186 million budget.

Replacement of the Noble (constructed 1936), Bradman (1973) and Messenger (1986) stands is aimed at improving spectator enjoyment and providing state-of-the-art facilities for corporate and media interests. Plans also include the largest video screen at any Australian sporting ground, a 700 person dining room, three new bar areas and secure player facilities. Once construction is complete the capacity of the Sydney Cricket Ground will increase from 45,000 to 48,000.

The Trust is progressing with its \$198 million redevelopment of the Sydney Cricket Ground

Financial Information

Unless otherwise stated, the following commentary relates to the consolidated entity.

Abridged Statement of Comprehensive Income

Year ended 28 February	Consolidated	
	2013 \$'000	2012 \$'000
Membership income	18,890	17,973
Catering	14,211	13,593
Advertising and sponsorship	10,766	9,061
Hire fees	7,489	8,115
Corporate seating sales	5,367	5,808
Grants and contributions	76,244	2,500
Other revenue	9,943	9,425
Total revenue	142,910	66,475
Operating costs	37,673	35,761
Employee related expenses	15,267	14,492
Other expenditure	13,305	13,434
Total expenditure	66,245	63,687
(Loss)/gain on disposal of non-current assets	(31,434)	42
Net result - surplus	45,231	2,830
Other comprehensive income		
Gain on revaluation of property, plant and equipment	9,779	--
Superannuation actuarial losses	(281)	(190)
Total comprehensive income	54,729	2,640

* The prior reporting period ended on 29 February.

Grants and contributions include government funding towards the Sydney Cricket Ground redevelopment. This includes \$50.0 million from the Australian Government and \$26.2 million from the NSW Government.

Loss on disposal of non-current assets includes the write-down of the Noble, Bradman and Messenger stands as part of the Sydney Cricket Ground redevelopment.

Abridged Statement of Financial Position

At 28 February	Consolidated	
	2013 \$'000	2012 \$'000
Current assets	36,045	13,268
Non-current assets	601,243	571,806
Total assets	637,288	585,074
Current liabilities	23,315	25,455
Non-current liabilities	36,833	37,208
Total liabilities	60,148	62,663
Net assets	577,140	522,411

* The prior reporting period ended on 29 February.

The increase in current assets was mainly due to additional cash held to pay for Sydney Cricket Ground redevelopment costs.

Non-current assets mainly comprise property, plant and equipment, being mostly stadium infrastructure.

Trust Activities

The Trust is constituted under the *Sydney Cricket and Sports Ground Act 1978*. The trust is subject to the control and direction of the Minister for Sport and Recreation.

The Trust consists of 15 members, 13 appointed by the Governor and two elected by members. Each Trustee is appointed for a term of up to four years and can be eligible for re-appointment.

For further information on the trust, refer to www.scgt.nsw.gov.au.

Controlled Entity

I have not reported separately on the following controlled entity. I consider it immaterial by size or nature of its operations to the consolidated entity.

Entity name	Website
Sydney Cricket and Sports Ground Trust Division	*

* This entity has no website.

Sydney Olympic Park Authority

Audit Opinion

I issued an unqualified audit opinion on the Sydney Olympic Park Authority's 30 June 2013 financial statements.

Operational Snapshot

The Authority is responsible for managing and developing the 640 hectares that comprise Sydney Olympic Park. This includes organising, promoting and conducting cultural, sporting, educational, commercial, tourist, recreational, entertainment and transport activities and facilities.

In the years since the Sydney 2000 Olympic and Paralympic Games, the Authority has welcomed almost 150 organisations and over 14,000 staff to the precinct. The precinct hosts almost 6,000 events each year and attracted 13.2 million people in 2012-13 including 2.6 million to the parklands.

In 2012-13, the Authority incurred expenses of \$129 million (\$156 million in 2011-12) against a budget of \$131 million. It recorded a deficit of \$4.3 million (\$1.0 million) against a budgeted deficit of \$11.2 million.

Other Information

Master Plan 2030

The Sydney Olympic Park Master Plan 2030 aims to provide a comprehensive blueprint for the sustainable development of the park over the coming years. Further commercial office and residential developments are at various stages of contract and development approval. These include 300 residential apartments planned by Meriton and a commercial office development by FDC Construction.

Major Projects

During 2012-13, the Authority oversaw significant commercial, sporting, residential and environmental projects within the park in partnership with the private sector, including:

- completion of several commercial developments including the Lion Nathan building, the Thales Australia building and the Quest serviced apartments
- completion of a warm-up facility with cricket wickets adjacent to ANZ Stadium and completion of Tom Wills Oval, an elite standard AFL field for the GWS Giants and community use
- completion of a new bio-remediation system, currently in the establishment period to allow time for plants to grow, to treat and remove pollution from leachate
- construction of stage one of an eight storey commercial building on Herb Elliott Avenue and construction of stages two and three of the Australia Towers residential development
- construction of two major sporting developments, Netball Central and the AFL Giants Training Centre.

Financial Information

Abridged Statement of Comprehensive Income

Year ended 30 June	2013 \$'000	2012 \$'000
Personnel expenses	24,757	25,495
Other operating expenses	49,588	53,148
Depreciation and amortisation	54,171	52,810
Grants and subsidies	--	25,000
Total expenses	128,516	156,453
Sale of goods and services	53,079	38,690
Asset sale proceeds transferred to the Crown Entity	(8,368)	(2,004)
Grants and contributions	39,408	72,297
Investment revenue	10,896	10,975
Other	4,114	4,923
Total revenues	99,129	124,881
Loss on disposals	(6)	(1,645)
Other losses	(25,117)	(28,963)
Net result - deficit	(4,264)	(964)
Net increase on revaluation of assets	61,285	5,259
Total other comprehensive income	61,285	5,259
Total comprehensive income	57,021	4,295

The Authority received additional grants of \$25.0 million in 2011-12, which were in turn granted to the Royal Agricultural Society to complete the Sydney Showground Stadium development. This project was formally opened in May 2012. As a consequence, grants and contributions revenue and grants and subsidies expenses were lower in 2012-13 than in 2011-12.

Revenue from the sale of goods and services increased in 2012-13 mainly due to the earlier than expected sale of the Stage 2 Australia Towers (site 3) residential development. This also resulted in higher asset sale proceeds transferred to the Crown Entity during the year.

The large net increase in the revaluation of assets was due to the Authority completing a full revaluation of land and buildings and plant and equipment assets as at 1 July 2012.

Abridged Statement of Financial Position

At 30 June	2013 \$'000	2012 \$'000
Current assets	84,244	69,616
Non-current assets	1,829,091	1,788,351
Total assets	1,913,335	1,857,967
Current liabilities	21,327	22,964
Non-current liabilities	1,751	1,767
Total liabilities	23,078	24,731
Net assets	1,890,257	1,833,236

The increase in current assets resulted from higher cash balances due to the receipt of sales proceeds for the sale of the Stage 2 Australia Towers (site 3) residential development.

The increase in non-current assets resulted primarily from the revaluation of land and building and plant and equipment assets during the year.

Authority Activities

The Authority was established in July 2001 by the *Sydney Olympic Park Authority Act 2001*, as a statutory body. It assumed certain assets and rights of the Olympic Coordination Authority, Bicentennial Park Trust and the State Sports Centre.

Under the Act, the Authority:

- promotes, coordinates and manages the orderly and economic development and use of Sydney Olympic Park, including the provision and management of infrastructure
- conducts cultural, sporting, educational, commercial, tourist, recreational, entertainment, and transport activities and facilities
- protects and enhances the natural and cultural heritage of Sydney Olympic Park
- including the Millennium Parklands
- provides, operates, and maintains public transport facilities within Sydney Olympic Park
- liaises with and maintains arrangements with Olympic organisations, such as the International Olympic Committee and the Australian Olympic Committee Incorporated.

For further information on the Authority, refer to www.sydneyolympicpark.com.au.

Venues NSW

Audit Opinion

I issued unqualified audit opinions on Venues NSW's and its controlled entity's 30 June 2013 financial statements.

Operational Snapshot

Venues NSW operates NSW Government owned sporting and entertainment venues in the Hunter, Western Sydney and Illawarra regions. During 2012-13, the entity's venues hosted around 260 events with around 1.4 million people attending. The following table presents total attendances by event type:

Year ended 30 June 2013	Western Sydney	Illawarra	Hunter	Total
Rugby league	72,600	78,000	210,500	361,100
Football (soccer)	177,300	2,200	146,800	326,300
Basketball	--	41,100	--	41,100
Rugby union	--	1,500	17,700	19,200
Netball	--	--	3,600	3,600
Functions and concerts	21,400	103,000	524,600	649,000
Total	271,300	225,800	903,200	1,400,300

Source: Venues NSW (unaudited).

Financial Information

Unless otherwise stated, the following commentary relates to the consolidated entity.

Abridged Statement of Comprehensive Income

Period ended 30 June	Consolidated	
	2013 \$'000	2012* \$'000
Event related costs	6,943	2,644
Personnel services expenses	5,485	1,467
Depreciation	10,592	2,913
Finance costs	3	2
Other expenses	7,172	3,114
Total expenses	30,195	10,140
Event related revenue	13,006	4,330
Investment revenue	443	271
Grants and contributions	20,000	846
Other	5,373	2,341
Total revenue	38,822	7,788
Other losses	(4,868)	(3)
Net result - surplus/(deficit)	3,759	(2,355)
Total comprehensive income/(expense)	3,759	(2,355)

* Figures are for the four months ended 30 June 2012.

During 2012-13, Venues NSW received \$20.0 million from the Australian Government to upgrade Parramatta Stadium. The funds will be used to increase capacity, improve amenity for spectators and improve training and playing facilities for players. The former Parramatta Stadium Trust (now part of Venues NSW) received \$6.0 million from the NSW Government in 2007 towards the stadium upgrade.

Other losses include the revaluation decrement of assets at WIN Stadium in Wollongong.

Abridged Statement of Financial Position

At 30 June	Consolidated	
	2013 \$'000	2012 \$'000
Current assets	34,306	20,494
Non-current assets	284,345	297,349
Total assets	318,651	317,843
Current liabilities	8,013	10,648
Non-current liabilities	3,594	3,910
Total liabilities	11,607	14,558
Net assets	307,044	303,285

Non-current assets comprise property, plant and equipment, being mainly venues infrastructure.

Venues NSW Activities

Venues NSW is constituted under the *Sporting Venues Authorities Act 2008*. It was created on 2 March 2012, amalgamating the former Illawarra Venues Authority, Parramatta Stadium Trust and the Hunter Region Sporting Venues Authority into one organisation. It is subject to the control and direction of the Minister for Sport and Recreation.

For further information on the Authority, refer to www.communities.nsw.gov.au/venuesnsw.

Controlled Entity

The Newcastle International Sports Centre Club is a controlled entity of Venues NSW. It was previously a controlled entity of the former Hunter Region Sporting Venues Authority.

The club ceased trading in 2008 due to the demolition of the old Western Grandstand at Hunter Stadium.

The club has not been reported on separately as it is not considered material by its size or the nature of its operations to the consolidated entity.

Wentworth Park Sporting Complex Trust

Audit Opinion

I issued an unqualified opinion on the Wentworth Park Sporting Complex Trust's 30 June 2013 financial statements.

Key Issues

Unresolved Loan Repayment (Repeat Issue)

Recommendation

As recommended for some years, the Trust should continue to work on resolving the treatment of monies provided to it in 1985-87 from the former Racecourse Development Fund.

The Trust records a loan of \$6.5 million payable to Greyhound Racing NSW. The money was provided in the period 1985-87 from the former Racecourse Development Fund to finish constructing the main grandstand. At that time, grant status was not attached to the loan. The loan was transferred to Greyhound Racing NSW after privatisation of the TAB and winding up of the fund.

The Trust's board advises it does not have the capacity to repay the loan and believes, with respect to the original arrangements, there is no obligation for repayment.

The Trust should continue its efforts to resolve this matter, which is currently the subject of negotiations between it and Greyhound Racing NSW.

Appendix 1

Agencies not commented on in this volume by Minister

The following audits resulted in unqualified independent auditor's reports and did not identify any significant issues or risks.

Entity name	Website	Period/year ended
Education (Minister)		
Universities Admissions Centre (NSW & ACT) Pty Limited	www.uac.edu.au	30 June 2013
Finance and Services (Minister)		
Teacher Housing Authority of New South Wales	www.tha.nsw.gov.au	30 June 2013

* This entity has no website.

Index

A

Aboriginal Affairs, Minister for	Vol 11 2012
Aboriginal Housing Office	66
Aboriginal Land Council, New South Wales	Vol 11 2012
Access Macquarie Limited	Vol 2 2013
accessUTS Pty Limited	Vol 2 2013
ACN 125 694 546 Pty Ltd	Vol 2 2012
Agencies not commented on in this Volume, by minister	87
Agency for Clinical Innovation	Vol 11 2012
Agency for Clinical Innovation Special Purpose Service Entity	Vol 11 2012
Agricultural Business Research Institute	Vol 2 2013
AGSM Limited	Vol 2 2013
Albury Base Hospital	Vol 11 2012
Albury Wodonga Health	Vol 11 2012
ANZAC Health and Medical Research Foundation	Vol 11 2012
ANZAC Health and Medical Research Foundation Trust Fund	Vol 11 2012
Architects Registration Board, NSW	Vol 5 2012
Art Gallery of New South Wales Foundation	Vol 9 2012
Art Gallery of New South Wales Trust	Vol 9 2012
Arts and Cultural Overview	Vol 9 2012
Arts, Minister for the	Vol 9 2012
Asia Pacific Football Institute Operations Pty Ltd	Vol 2 2013
Attorney General	Vol 11 2012
Attorney General and Justice, Department of	Vol 7 2012
Ausgrid	Vol 4 2013
Ausgrid Pty Limited	Vol 4 2013
AustLii Foundation Limited	Vol 2 2013
Australian Centre for Advanced Computing and Communications Pty Ltd	Vol 5 2012
Australian Education Consultancy Limited	Vol 2 2013
Australian Institute of Asian Culture and Visual Arts Limited, The	Vol 9 2012
Australian Museum Trust	Vol 9 2012
Australian Plant DNA Bank Limited	Vol 2 2012
Australian Proteome Analysis Facility Limited	Vol 2 2013

Australian Technology Park Sydney Limited	Vol 6 2012
--	------------

Australian Water Technologies Pty Ltd	Vol 6 2012
--	------------

B

Bandwidth Foundry International Pty Ltd	Vol 2 2013
Barangaroo Delivery Authority	Vol 6 2012
Barangaroo Delivery Authority, Office of the	Vol 6 2012
Belgenny Farm Agricultural Heritage Centre Trust	Vol 11 2012
Bequest from the State of FJ Walsh	Vol 2 2013
Biobank Pty Ltd	Vol 2 2012
Board of Studies	8
Board of Studies, Office of the	8
Board of Studies Casual Staff Division	8
Board of Surveying and Spatial Information	Vol 5 2012
Board of Vocational Education and Training, NSW	8
Border Rivers-Gwydir Catchment Management Authority	Vol 6 2012
Brett Whiteley Foundation, The	Vol 9 2012
Building Professionals Board	Vol 5 2012
Bureau of Health Information	Vol 11 2012
Bureau of Health Information Special Purpose Service Entity	Vol 11 2012
Buroba Pty Ltd	Vol 5 2012
Bush Fire Co-ordinating Committee	Vol 7 2012
Businesslink Pty Ltd, NSW	Vol 9 2012

C

Cancer Institute NSW	Vol 11 2012
Cancer Institute Division	Vol 11 2012
C.B. Alexander Foundation	Vol 6 2012
CADRE Design Pty Limited	Vol 2 2013
CADRE Design Unit Trust	Vol 2 2013
Cancer Institute NSW	Vol 11 2012
Cancer Institute Division	Vol 11 2012
CCP Holdings Pty Limited	Vol 4 2013
Centennial Park and Moore Park Trust	Vol 6 2012
Centennial Parklands Foundation	Vol 6 2012
Central Coast Local Health District	Vol 11 2012
Central Coast Local Health District Special Purpose Service Entity	Vol 11 2012
Central Coast Regional Development Corporation	Vol 6 2012

Central West Catchment Management Authority	Vol 6 2012	Crime Commission, Office of the New South Wales	Vol 7 2012
Charles Sturt Campus Services Limited	Vol 2 2013	Crime Commission Division, New South Wales	Vol 7 2012
Charles Sturt Foundation Limited	Vol 2 2012	Crown Employees (NSW Fire Brigades Firefighting Staff, Death and Disability) Superannuation Fund	Vol 5 2012
Charles Sturt Services Limited	Vol 2 2013	Crown Entity	Vol 2 2013
Charles Sturt University Foundation Trust	Vol 2 2013	Cystemix Pty Limited	Vol 2 2013
Charles Sturt University	Vol 2 2013		
Chief Investigator of the Office of Transport Safety Investigations	Vol 8 2012	D	
Chipping Norton Lake Authority	Vol 11 2012	Dams Safety Committee	Vol 6 2012
Chiropractic Council of New South Wales	Vol 11 2012	Delta Electricity	Vol 4 2013
Clinical Excellence Commission	Vol 11 2012	Delta Electricity Australia Pty Ltd	Vol 4 2013
Clinical Excellence Commission Special Purpose Service Entity	Vol 11 2012	Dental Council of New South Wales	Vol 11 2012
CMBF Limited	Vol 2 2013	Destination NSW	Vol 6 2012
Cobar Water Board	Vol 11 2012	Director of Public Prosecutions, Office of the	Vol 7 2012
Cobbora Coal Mine Pty Limited	Vol 4 2013	E	
Cobbora Coal Unit Trust	Vol 4 2013	Education and Communities, Department of	8
Cobbora Holding Company Pty Limited	Vol 4 2013	Education Overview	8
Cobbora Management Company Pty Limited	Vol 4 2013	Education, Minister for	8
Cobbora Rail Company Pty Limited	Vol 4 2013	EIF Pty Limited	Vol 5 2012
COH Property Trust	Vol 2 2013	Election Funding Authority of New South Wales	Vol 6 2012
Coffs Harbour Technology Park Limited	Vol 9 2012	Electoral Commission, New South Wales	Vol 6 2012
Combat Sports Authority of NSW	Vol 9 2012	Electoral Commission, Office of the New South Wales	Vol 6 2012
Commission for Children and Young People, NSW	Vol 9 2012	Electricity Industry Overview	Vol 4 2013
Community Relations Commission for a Multicultural New South Wales	Vol 9 2012	Emergency Services Overview	Vol 7 2012
Compensation Authorities Staff Division	Vol 5 2012	Endeavour Energy	Vol 4 2013
Cooks Cove Development Corporation	Vol 6 2012	Energy Industries Superannuation Scheme	Vol 5 2012
Corporation Sole 'Minister Administering the <i>Environmental Planning and Assessment Act, 1979</i> '	Vol 6 2012	Energy Industries Superannuation Scheme Pty Limited	Vol 5 2012
Corporation Sole 'Minister Administering the <i>Heritage Act, 1977</i> '	Vol 6 2012	Energy Industries Superannuation Scheme Pool A	Vol 5 2012
Country Rail Infrastructure Authority	Vol 8 2012	Energy Industries Superannuation Scheme Pool B	Vol 5 2012
Cowra Japanese Garden Maintenance Foundation Limited	Vol 6 2012	Energy Investment Fund	Vol 5 2012
Cowra Japanese Garden Trust	Vol 6 2012	Environment, Minister for	Vol 6 2012
Crime Commission, New South Wales	Vol 7 2012	Environment Overview	Vol 6 2012
		Environment Protection Authority	Vol 6 2012
		Environmental Trust	Vol 6 2012
		Eraring Energy	Vol 4 2013
		Essential Energy	Vol 4 2013
		Events New South Wales Pty Limited	Vol 6 2012

F

Fair Trading Administration Corporation	Vol 5 2012
Far West Local Health District	Vol 11 2012
Far West Local Health District Special Purpose Entity	Vol 11 2012
Film and Television Office, New South Wales	Vol 6 2012
Fire and Rescue New South Wales	Vol 7 2012
Family and Community Services, Department of	Vol 9 2012
Family and Community Services, Minister of	Vol 9 2012
Finance and Services, Department of	Vol 5 2012

Finance and Services, Minister for 66

Financial Counselling Trust Fund	Vol 5 2012
Financial Statements not received by Statutory Date (at 9 December 2012)	Vol 11 2012
Financial Statements Received but audit incomplete by Statutory Date (at 9 December 2012)	Vol 11 2012
Fire Brigades Superannuation Pty Limited, NSW	Vol 5 2012
Food Authority, NSW	Vol 6 2012
Food Authority, Office of the NSW	Vol 6 2012
Forestry Commission of New South Wales (Trading as Forests NSW)	Vol 6 2012
Forestry Commission Division	Vol 6 2012
Foundation for the Historic Houses Trust of New South Wales Limited	Vol 9 2012
Foundation for the Historic Houses Trust of New South Wales	Vol 9 2012
Fraud Survey, 2012	Vol 7 2012

G

Game Council of New South Wales	Vol 6 2012
Game Council Division	Vol 6 2012
Gosford Water Supply Authority	Vol 2 2012
Government Telecommunications Authority, New South Wales	Vol 5 2012
GraduateSchool.com Pty Limited	Vol 2 2013
Graythwaite Trust	Vol 11 2012

H

Hamilton Rouse Hill Trust	Vol 9 2012
Hawkesbury-Nepean, Office of the	Vol 11 2012
Hawkesbury-Nepean Catchment Management Authority	Vol 6 2012
Health Administration Corporation	Vol 11 2012

Health Care Complaints Commission	Vol 11 2012
-----------------------------------	-------------

Health Care Complaints Commission, Office of the	Vol 11 2012
--	-------------

Health Education and Training Institute	Vol 11 2012
---	-------------

Health Education and Training Institute Special Purpose Service Entity	Vol 11 2012
--	-------------

Health Foundation, New South Wales	Vol 11 2012
------------------------------------	-------------

Health, Minister for	Vol 1 2012
----------------------	------------

Health, Ministry of	Vol 11 2012
---------------------	-------------

Health Overview	Vol 11 2012
-----------------	-------------

Health Professional Councils Authority	Vol 11 2012
--	-------------

Health Reform Transitional Organisation Northern	Vol 11 2012
--	-------------

Health Reform Transitional Organisation Southern	Vol 11 2012
--	-------------

Health Reform Transitional Organisation Western	Vol 11 2012
---	-------------

Heritage, Minister of	Vol 9 2012
-----------------------	------------

Historic Houses Trust of New South Wales	Vol 9 2012
--	------------

Home Care Service of New South Wales	Vol 9 2012
--------------------------------------	------------

Home Care Service Division	Vol 9 2012
----------------------------	------------

Home Purchase Assistance Fund 69

Home Warranty Insurance Fund	Vol 5 2012
------------------------------	------------

Hunter Development Corporation	Vol 6 2012
--------------------------------	------------

Hunter International Sports Centre Club	Vol 1 2012
---	------------

Hunter New England Local Health District	Vol 11 2012
--	-------------

Hunter New England Local Health District Special Purpose Entity	Vol 11 2012
---	-------------

Hunter Region Sporting Venues Authority	Vol 1 2012
---	------------

Hunter Water Australia Pty Limited	Vol 6 2012
------------------------------------	------------

Hunter Water Corporation	Vol 6 2012
--------------------------	------------

Hunter-Central Rivers Catchment Management Authority	Vol 6 2012
--	------------

I

Illawarra Health and Medical Research Institute Limited	Vol 11 2012
---	-------------

Illawarra Shoalhaven Local Health District	Vol 11 2012
--	-------------

Illawarra Shoalhaven Local Health District Special Purpose Entity	Vol 11 2012
---	-------------

Illawarra Venues Authority	Vol 9 2012
----------------------------	------------

Independent Commission Against Corruption	Vol 6 2012
---	------------

Independent liquor and Gaming Authority	Vol 9 2012	Land and Housing Corporation, NSW	70
Independent Pricing and Regulatory Tribunal	Vol 6 2012	Land and Property Information	Vol 5 2012
Independent Pricing and Regulatory Tribunal Division	Vol 6 2012	Landcom	Vol 6 2012
Independent Transport Safety Regulator	Vol 8 2012	Law and Order Overview	Vol 7 2012
Independent Transport Safety Regulator Division	Vol 8 2012	Legal Aid Commission of New South Wales	Vol 7 2012
Information and Privacy Commission NSW	Vol 6 2012	Legal Aid Commission, Office of the	Vol 7 2012
Infrastructure NSW	Vol 5 2012	Legal Aid Temporary Staff Division	Vol 7 2012
Insearch Education	Vol 2 2013	Legal Opinions Provided by the Crown Solicitor	Vol 3 2012
Insearch Education International Pty Limited	Vol 2 2013	Legal Profession Admission Board	Vol 7 2012
Insearch Limited	Vol 2 2013	Legislature, The	Vol 2 2013
Insearch (Shanghai) Limited	Vol 2 2013	Legislature (Audit of Members' Additional Entitlements), The	Vol 2 2013
Institute of Psychiatry, New South Wales	Vol 11 2012	Liability Management Ministerial Corporation	Vol 5 2012
Institute of Sport, New South Wales	Vol 9 2012	Library Council of New South Wales	Vol 9 2012
Institute of Sport Division	Vol 9 2012	Lifetime Care and Support Authority of New South Wales	Vol 5 2012
Institute of Teachers, NSW	8	Local Government Superannuation Scheme	Vol 5 2012
Institute of Teachers, Office of the	8	Long Service Corporation	Vol 5 2012
Internal Audit Bureau of New South Wales	Vol 6 2012	Lord Howe Island Board	Vol 6 2012
International Film School Sydney Pty Ltd	Vol 2 2013	Lotteries Assets Ministerial Holding Corporation	Vol 5 2012
International School of European Aviation Pty Ltd	Vol 2 2012	Lower Murray-Darling Catchment Management Authority	Vol 2 2013
ITC Aviation Pty Ltd	Vol 2 2013	Luna Park Reserve Trust	Vol 6 2012
ITC Education Ltd	Vol 2 2013	M	
ITC Ltd	Vol 2 2013	Macquarie Education South Africa NPC	Vol 2 2013
ITC (New Zealand) Limited	Vol 2 2013	Macquarie Generation	Vol 4 2013
J		Macquarie Graduate School of Management Pty Limited	Vol 2 2013
Jenolan Caves Reserve Trust	Vol 6 2012	Macquarie University Professorial Superannuation Scheme	Vol 2 2013
Jenolan Caves Reserve Trust Division	Vol 6 2012	Macquarie University Property Investment Company No. 2 Pty Limited	Vol 2 2013
John Williams Memorial Charitable Trust	Vol 9 2012	Macquarie University Property Investment Company No. 3 Pty Limited	Vol 2 2013
Judicial Commission of New South Wales	Vol 7 2012	Macquarie University Property Investment Trust	Vol 2 2013
Justice and Forensic Mental Health	Vol 11 2012	Macquarie University	Vol 2 2013
Justice and Forensic Mental Health Network Special Purpose Service Entity	Vol 11 2012	Maritime Authority of NSW	Vol 8 2012
L		Maritime Authority of NSW Division	Vol 8 2012
Lachlan Catchment Management Authority	Vol 6 2012		
Lake Illawarra Authority	Vol 11 2012		
LAMS Foundation Limited	Vol 2 2013		
LAMS International Pty Ltd	Vol 2 2013		

Medical Council of New South Wales	Vol 11 2012	NewSouth Innovations Pty Ltd	Vol 2 2013
MGSM Ltd (formerly ACN 153 973 481)	Vol 2 2013	New South Wales Minerals Industry/University of NSW Education Trust, The	Vol 2 2013
Mid North Coast Local Health District	Vol 11 2012	Nippon Foundation Fund for Japanese Language Education	Vol 2 2013
Mid North Coast Local Health District Special Purpose Entity	Vol 11 2012	Norsearch Limited	Vol 2 2013
Mid West Primary Pty Ltd	Vol 4 2013	Northern NSW Local Health District	Vol 11 2012
Midwest Development Corporation Pty Limited	Vol 4 2013	Northern NSW Local Health District Special Purpose Entity	Vol 11 2012
Milk Marketing (NSW) Pty Limited	Vol 11 2012	Northern Rivers Catchment Management Authority	Vol 6 2012
Mine Subsidence Board	Vol 6 2012	Northern Sydney Local Health District	Vol 11 2012
Ministerial Corporation for Industry	Vol 1 2013	Northern Sydney Local Health District Special Purpose Entity	Vol 11 2012
Ministerial Holding Corporation	Vol 2 2013	NorthPower Energy Services Pty Limited	Vol 4 2013
Motor Accidents Authority of New South Wales	Vol 5 2012		
Motor Vehicle Repair Industry Authority	Vol 5 2012		
MU Hospital Pty Limited	Vol 2 2013	NSW Self Insurance Corporation	Vol 5 2012
MUH Operations No. 2 Limited	Vol 2 2013	NSW Trustee and Guardian	Vol 7 2012
MUH Operations Pty Limited	Vol 2 2013	NSW Trustee and Guardian Common Fund - Trustee	Vol 1 2012
MUPH Clinic Pty Limited	Vol 2 2013	NSW Trustee and Guardian Common Fund – Financial Management	Vol 11 2012
MUPH Hospital Pty Limited	Vol 2 2013	Nursing and Midwifery Council of New South Wales	Vol 11 2012
Murray Catchment Management Authority	Vol 2 2013		
Murrumbidgee Catchment Management Authority	Vol 6 2012	O	
Murrumbidgee Local Health District	Vol 11 2012	Ombudsman's Office	Vol 6 2012
Murrumbidgee Local Health District Special Purpose Entity	Vol 11 2012	Optometry Council of New South Wales	Vol 11 2012
N		Osteopathy Council of New South Wales	Vol 11 2012
Namoi Catchment Management Authority	Vol 6 2012	Overview of 2012	Vol 1 2013
National Art School	Vol 2 2013	Ovine Johne's Disease Transaction Based Contribution Scheme, NSW	Vol 6 2012
National Marine Science Centre Pty Ltd	Vol 2 2012	P	
Natural Resources Commission	Vol 6 2012	Pacific Industry Services Corporation Pty Limited	Vol 6 2012
Natural Resources Commission Division	Vol 6 2012	Pacific Solar Pty Limited	Vol 1 2013
Nepean Blue Mountains Local Health District	Vol 11 2012	Parliamentary Contributory Superannuation Fund	Vol 5 2012
Nepean Blue Mountains Local Health District Special Purpose Entity	Vol 11 2012	Parramatta Park Trust	Vol 6 2012
Networks NSW Pty Limited	Vol 4 2013	Parramatta Stadium Trust	Vol 9 2012
Newcastle Innovation Limited	Vol 2 2013	Pharmacy Council of New South Wales	Vol 11 2012
Newcastle International Sports Centre Club	85	Physiotherapy Council of New South Wales	Vol 11 2012
Newcastle Port Corporation	Vol 8 2012	Planning and Infrastructure, Department of	Vol 6 2012
NewSouth Global (Thailand) Limited	Vol 2 2013		

Planning and Infrastructure, Minister for	Vol 6 2012	Roads and Maritime Services Division	Vol 8 2012
Podiatry Council of New South Wales	Vol 11 2012	Roads and Ports, Minister for	Vol 8 2012
Police Force, NSW	Vol 7 2012	Roads and Traffic Authority of New South Wales	Vol 8 2012
Police Integrity Commission	Vol 7 2012	Roads and Traffic Authority Division	Vol 8 2012
Police Integrity Commission Division	Vol 7 2012	Rocky Point Holdings Pty Limited	Vol 4 2013
Police and Emergency Services, Minister for	Vol 7 2012	Rouse Hill Hamilton Collection Pty Limited	Vol 9 2012
Police and Emergency Services, Ministry for	Vol 2 2013	Royal Botanic Gardens and Domain Trust	Vol 6 2012
Port Kembla Port Corporation	Vol 8 2012	Rural Assistance Authority, New South Wales	Vol 6 2012
Ports Overview	Vol 8 2012	Rural Assistance Authority, Office of the	Vol 6 2012
Premier	Vol 2 2013	Rural Fire Service, New South Wales	Vol 7 2012
Premier and Cabinet, Department of	Vol 6 2012		
Primary Industries, Minister for	Vol 2 2013	S	
Protective Commissioner - Common Fund, Office of the	Vol 1 2012	SAS Trustee Corporation	Vol 5 2012
Psychology Council of New South Wales	Vol 11 2012	SAS Trustee Corporation - Pooled Fund	Vol 5 2012
Public Health System Support Division Special Purpose Service Entity	Vol 11 2012	SAS Trustee Corporation Division of the Government Service of NSW	Vol 5 2012
Public Service Commission	Vol 5 2012	SCU College Pty Ltd	Vol 2 2013
Public Transport Ticketing Corporation	Vol 8 2012	Services UNE Ltd	Vol 2 2013
Q		Sesquicentenary of Responsible Government Trust Fund	Vol 6 2012
Qualified Independent Audit Reports Issued	Vol 11 2012	Small Business Development Corporation of New South Wales	Vol 2 2013
Qucor Pty Ltd	Vol 2 2013	South Eastern Sydney Local Health District	Vol 11 2012
R		South Eastern Sydney Local Health District Special Purpose Entity	Vol 11 2012
Rail Corporation New South Wales	Vol 8 2012	South Western Sydney Local Health District	Vol 11 2012
Redfern-Waterloo Authority	Vol 6 2012	South Western Sydney Local Health District Special Purpose Entity	Vol 11 2012
Redfern Waterloo Authority, Office of the	Vol 6 2012	Southern Cross University	Vol 2 2013
Regional Infrastructure and Services, Minister for	86	Southern NSW Local Health District	Vol 11 2012
Rental Bond Board	Vol 5 2012	Southern NSW Local Health District Special Purpose Entity	Vol 11 2012
Rental Housing Assistance Fund	Vol 5 2012	Southern Rivers Catchment Management Authority	Vol 6 2012
Residual Business Management Corporation	Vol 1 2013	Sport and Recreation, Minister for	78
Responsible Gambling Fund	Vol 9 2012	Sport Knowledge Australia Pty Limited	Vol 2 2013
Rice Marketing Board for the State of New South Wales	Vol 6 2012	Sport UNE Limited	Vol 2 2013
Resources and Energy, Minister for	Vol 4 2013	Sporting Injuries Committee	Vol 5 2012
Risk Frontiers Flood (Australia) Pty Ltd	Vol 2 2013	State Council of Rural Land Protection Boards of NSW	Vol 6 2012
Risk Frontiers Group Pty Ltd	Vol 2 2013		
Riverina Citrus	Vol 7 2012		
Roads and Maritime Services	Vol 8 2012		

State Council of Rural Land Protection Board Division	Vol 6 2012	Sydney Local Health District Special Purpose Entity	Vol 11 2012
State Emergency Service	Vol 2 2013	Sydney Metro	Vol 8 2012
State Infrastructure Holdings (Sea Gas) Pty Ltd	Vol 5 2012	Sydney Metropolitan Catchment Management Authority	Vol 6 2012
State Infrastructure Trust	Vol 5 2012	Sydney Metropolitan Development Authority	Vol 6 2012
State Library of New South Wales Foundation	Vol 9 2012	Sydney Metropolitan Development Authority, Office of	Vol 6 2012
State Management Council of Livestock Health and Pest Authorities of New South Wales	Vol 1 2013	Sydney Olympic Park Authority	81
State Property Authority	Vol 6 2012	Sydney Opera House Trust	Vol 9 2012
State Rail Authority Residual Holding Corporation	Vol 5 2012	Sydney Ports Corporation	Vol 8 2012
State Records Authority of New South Wales	Vol 2 2013	Sydney Talent Pty Limited	Vol 2 2013
State Rescue Board	Vol 7 2012	Sydney Water Corporation	Vol 6 2012
State Super Financial Services Australia Limited	Vol 5 2012	SydneyLearning Pty Limited	Vol 2 2013
State Super Fixed Term Pension Plan	Vol 5 2012	T	
State Super Investment Fund	Vol 5 2012	Taronga Conservation Society Australia	Vol 6 2012
State Super Retirement Fund	Vol 5 2012	Taronga Conservation Society Australia Division	Vol 6 2012
State Transit Authority of New South Wales	Vol 8 2012	TCorp Nominees Pty Limited	Vol 5 2012
State Transit Authority Division	Vol 8 2012	Teacher Housing Authority of New South Wales	87
State Water Corporation	Vol 6 2012	Technical and Further Education Commission, New South Wales	8
Statement of the Budget Result	Vol 3 2012	Technical Education Trust Funds	Vol 2 2013
Superannuation Administration Corporation	Vol 5 2012	Television Sydney Foundation Limited	Vol 2 2013
Superannuation Industry Overview	Vol 5 2012	Television Sydney Foundation Trust	Vol 2 2013
Sydney Business School Pty Ltd, The	Vol 2 2013	Television Sydney (TVS) Limited	Vol 2 2013
Sydney Catchment Authority	Vol 6 2012	Timber and Carbon Plantation Pty Ltd	Vol 2 2012
Sydney Catchment Authority Division	Vol 6 2012	Total State Sector Accounts	Vol 3 2012
Sydney Children's Hospital Network, The	Vol 11 2012	Tourism, Major Events, Hospitality and Racing, Minister for	Vol 6 2012
Sydney Children's Hospital Network Special Purpose Service Entity, The	Vol 11 2012	Trade and Investment, Regional Infrastructure and Services, Department of	Vol 6 2012
Sydney Cricket and Sports Ground Trust	78	Trainworks Limited	Vol 8 2012
Sydney Cricket and Sports Ground Trust Division	80	TransGrid	Vol 4 2013
Sydney Desalination Plant Pty Limited	Vol 6 2012	Transport Department of	Vol 8 2012
Sydney Educational Broadcasting Limited	Vol 2 2013	Transport, Minister for	Vol 8 2012
Sydney Ferries	Vol 8 2012	Transport Construction Authority	Vol 8 2012
Sydney Harbour Foreshore Authority	Vol 6 2012	Transport for NSW	Vol 8 2012
Sydney Harbour Foreshore Authority Casual Staff Division,	Vol 6 2012	Transport Overview	Vol 8 2012
Sydney Local Health District	Vol 11 2012	Transport Service	Vol 8 2012
		Treasurer	Vol 4 2013
		Treasury, The	Vol 5 2012
		Treasury Corporation, New South Wales	Vol 5 2012

Treasury Corporation Division of the Government Service	Vol 5 2012	UNSW Global India Private Limited	Vol 2 2013
Trustees of the ANZAC Memorial Building	Vol 11 2012	UNSW Global Pty Limited	Vol 2 2013
Trustees of the Farrer Memorial Research Scholarship Fund	Vol 2 2012	UNSW Hong Kong Foundation Limited	Vol 2 2013
Trustees of the Museum of Applied Arts and Sciences	Vol 9 2012	UNSW Hong Kong Limited	Vol 2 2013
U		UON Foundation	Vol 2 2012
U@MQ Limited	Vol 2 2013	UON Foundation Ltd	Vol 2 2012
UNE Foundation Ltd	Vol 2 2013	UON Services Limited	Vol 2 2013
UNE Foundation	Vol 2 2013	UON Singapore Pte Ltd	Vol 2 2013
UNE Open Pty Ltd	Vol 2 2013	Upper Parramatta River Catchment Trust	Vol 11 2012
UNE Partnerships Pty Limited	Vol 2 2013	Upper Parramatta River Catchment Trust Division	Vol 11 2012
UNE Physician Practice Management Company Pty Ltd	Vol 2 2013	UTS Global Pty Limited	Vol 2 2013
UniCentre Conferences and Functions Pty Limited	Vol 2 2013	UWS College Pty Limited	Vol 2 2013
United States Studies Centre Limited	Vol 2 2013	UWS Early Learning Limited	Vol 2 2013
Universities Admissions Centre (NSW & ACT) Pty Limited	87	uwsconnect Limited	Vol 2 2013
University Overview	Vol 2 2013	V	
University of New England	Vol 2 2013	Valley Commerce Pty Limited	Vol 5 2012
University of New South Wales	Vol 2 2013	Venues NSW	84
University of New South Wales Foundation	Vol 2 2013	Veterinary Practitioners Board	Vol 6 2012
University of New South Wales Foundation Limited	Vol 2 2013	W	
University of New South Wales International House Limited	Vol 2 2013	Warren Centre for Advanced Engineering Limited, The	Vol 2 2013
University of New South Wales Press Limited	Vol 2 2013	Waste Assets Management Corporation	Vol 6 2012
University of Newcastle	Vol 2 2013	Water Overview	Vol 6 2012
University of Sydney, The	Vol 2 2013	Water Administration Ministerial Corporation	Vol 6 2012
University of Sydney Professorial Superannuation System	Vol 2 2013	Wayahead Pty Limited	Vol 2 2013
University of Technology, Sydney	Vol 2 2013	Wentworth Annexe Limited	Vol 2 2012
University of Western Sydney	Vol 2 2013	Wentworth Park Sporting Complex Trust	86
University of Western Sydney Foundation Limited	Vol 2 2013	Western Catchment Management Authority	Vol 6 2012
University of Western Sydney Foundation Trust	Vol 2 2013	Western NSW Local Health District	Vol 11 2012
University of Wollongong	Vol 2 2013	Western NSW Local Health District Special Purpose Entity	Vol 11 2012
University of Wollongong Recreation and Aquatic Centre Limited	Vol 2 2013	Western Sydney Buses Division	Vol 8 2012
UNSW & Study Abroad - Friends and U.S. Alumni, Inc.	Vol 2 2013	Western Sydney Local Health District	Vol 11 2012
UNSW (Thailand) Limited	Vol 2 2013	Western Sydney Local Health District Special Purpose Entity	Vol 11 2012
UNSW Global (Singapore) Pte Limited	Vol 2 2013	Western Sydney Parklands Trust	Vol 6 2012
		Whitlam Institute Within the University of Western Sydney Limited	Vol 2 2013
		Whitlam Institute Within the University of Western Sydney Trust	Vol 2 2013
		Wild Dog Destruction Board	Vol 2 2013

Wild Dog Destruction Board Division	Vol 2 2013
Wine Grapes Marketing Board	Vol 2 2013
Wollongong UniCentre Limited	Vol 2 2013
WorkCover Authority of New South Wales	Vol 5 2012
Workers Compensation Commission of New South Wales	Vol 5 2012
Workers' Compensation (Dust Diseases) Board	Vol 5 2012
Workers Compensation Nominal Insurer	Vol 5 2012
Wyong Water Supply Authority	Vol 6 2012

Our vision

To make the people of New South Wales
proud of the work we do.

Our mission

To perform high quality independent audits
of government in New South Wales.

Our values

Purpose – we have an impact, are
accountable, and work as a team.

People – we trust and respect others
and have a balanced approach to work.

Professionalism – we are recognised
for our independence and integrity
and the value we deliver.

Professional people with purpose

Making the people of New South Wales
proud of the work we do.

Level 15, 1 Margaret Street
Sydney NSW 2000 Australia

t +61 2 9275 7100

f +61 2 9275 7200

e mail@audit.nsw.gov.au

office hours 8.30 am–5.00 pm

audit.nsw.gov.au

