

**SECTION 2.A**  
**NEW ZEALAND: ROYAL NEW ZEALAND FOUNDATION OF THE BLIND**  
**REPORT OF ACHIEVEMENTS AGAINST THE ANNUAL PLAN 2009**

## Statement of service performance – how we measured up

The following tables show some of our achievements against the annual plan estimates and previous year's performance.

<b>Supporting Independent Living</b>	<b>Actual 2007- 2008</b>	<b>Planned 2008- 2009</b>	<b>Achieved 2008-2009</b>
<b>Assessment of members</b>			
Number of members whose needs were assessed	1,102	1,100	1,056
Number of members whose needs were re-assessed	169	150	154
<b>Adults</b>			
Number of members learning new skills to connect to the world	724	950	757
Number of members learning to adapt to everyday life without sight	2,034	1,700	2,145
Number of members receiving instruction in independent travel	979	1,095	968
Number of members receiving counselling	553	540	743
Number of members participating in Recreation Services	504	130	288
<b>Supporting Independent Living</b>			
<b>Children</b>			
Number of members learning to adapt to everyday life and be independently mobile	362	355	372

Number of members supported by Child and Family Social Work	291	300	220 (See Footnote *)
Number of members participating in Recreation Services	135	40	55

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<b>Supporting Independent Living</b>	<b>Actual 2007-2008</b>	<b>Planned 2008-2009</b>	<b>Achieved 2008-2009</b>
<b>Services to Māori and Pacific peoples</b>			
Number of awareness and prevention programmes delivered to Māori people	61	60	140
Number of Māori people supported through RNZFB and other services	185	60	160
Number of awareness and prevention programmes delivered to Pacific people	26	20	27
Number of Pacific people supported through RNZFB and other services	151	100	119
<b>Services to the Deafblind Community</b>			
Number of deafblind members receiving Deafblind Services	133	100	123

Footnote \*: The lower numbers achieved for members supported by Child and Family Social Work against planned is principally due to the Foundation not having the requisite number of staff to deliver this service due to vacancies.  
End of Footnote \*.

<b>Supporting Access to Information and Culture</b>	<b>Actual 2007-2008</b>	<b>Planned 2008-2009</b>	<b>Achieved 2008-2009</b>
Number of members who borrowed library titles	5,448	5,800	5,119

Number of Homai Library issues	8,305	8,760	7,855
Number of Parnell Library issues	354,971	296,630	336,425
Number of Braille Volumes issued from Parnell Library	5,892	5,412	5,083
Number of titles added to stock (all formats except the Digital Accessible Information System known as DAISY)	409	528	419 (See Footnote *)

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<b>Supporting Access to Information and Culture</b>	<b>Actual 2007-2008</b>	<b>Planned 2008-2009</b>	<b>Achieved 2008-2009</b>
Number of phone enquiries receiving information and advice	8,849	9,000	6,243 (See Footnote **)
Number of braille pages produced or duplicated	108,828	127,536	140,243
Number of collage titles produced, duplicated or repaired	137	120	122
Number of electronic text kilobytes produced or duplicated	45,853	100,308	94,591
Number of large print pages produced or duplicated	76,792	50,064	91,382 (See Footnote ***)
Number of members with user identification numbers accessing the Telephone Information Service.	865	900	646
Number of hours members spent listening to the Telephone Information Service.	29,987	33,600	30,091

Footnote \*: The lower number of actual titles added to stock against plan is due to timing of receipt of material. End of Footnote \*.

Footnote \*\*: The number of phone enquiries receiving information and advice is difficult to plan for as it is a demand led service. End of Footnote \*\*.

Footnote \*\*\*: Whilst it appears that the plan has been significantly over-achieved for the number of large print pages produced or duplicated, there is significant variability in volumes from one year to the next as large print production is demand led and very difficult to plan for. End of Footnote \*\*\*.

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<b>Teaching Technology Skills; Increasing Employment and Awareness</b>	<b>Actual 2007–2008</b>	<b>Planned 2008–2009</b>	<b>Achieved 2008–2009</b>
Number of blindness and deafblindness awareness training sessions delivered	234	140	155
Number of employers provided with awareness services	10	10	10
Number of members receiving vocational services	408	450	503
Number of members assisted into new work placements	40	50	18 (See Footnote *)
Number of members placed on work experience, observation or work trials	24	15	12
Number of members receiving adaptive technology services	308	280	236
Number of businesses receiving adaptive technology services	63	60	60

Footnote \*: We only achieved 18 placements against a plan of 50 due to the economic downturn where the employment market has significantly reduced. End of Footnote \*.

<b>Guide Dog Services</b>	<b>Actual 2007–2008</b>	<b>Planned 2008–2009</b>	<b>Achieved 2008–2009</b>
Number of puppies bred, purchased or	108	110	116

donated			
Number of puppies placed	90	90	85
Number of dogs completed training	40	45	37

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<b>Guide Dog Services</b>	<b>Actual 2007- 2008</b>	<b>Planned 2008- 2009</b>	<b>Achieved 2008-2009</b>
Number of dogs withdrawn from puppy development, assessment and training and re-homed	40	45	44
Number of teams graduated and matched	37	45	32 (See Footnote *)
Number of existing members receiving replacement guide dogs	27	38	25 (See Footnote *)
Number of existing dogs returned within one year of graduation	3	4	6
Number of working guide dogs	248	270	239

Footnote \*: The number of teams graduated fell short of the planned number due to a combination of staff vacancies and the impact of the lower actual number of dogs completing training from the previous year. This also adversely impacted on the number of existing members receiving replacement guide dogs. End of Footnote \*.

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**SECTION 2.B**  
**CANADA: CANADIAN RED CROSS**  
**ANNUAL REPORT 2008-2009**  
**(ALLEVIATING SUFFERING)**

## 2 Alleviating Suffering

There is a common view that the best way to alleviate suffering is to provide relief from pain. This view is based on the idea that suffering is caused by pain, and that by removing pain, suffering is eliminated. However, this view is flawed because it fails to recognize that suffering is a complex phenomenon that involves not only physical pain but also emotional and psychological distress.

One of the main reasons why this view is flawed is that it ignores the fact that suffering is often caused by a lack of control over one's circumstances. For example, a person who is suffering from chronic pain may also be suffering from a loss of control over their life, which can lead to feelings of helplessness and despair.

Another reason why this view is flawed is that it fails to recognize that suffering is often a result of a lack of meaning and purpose in life. A person who is suffering from a chronic illness may find it difficult to find meaning in their life, which can lead to a sense of hopelessness and despair.

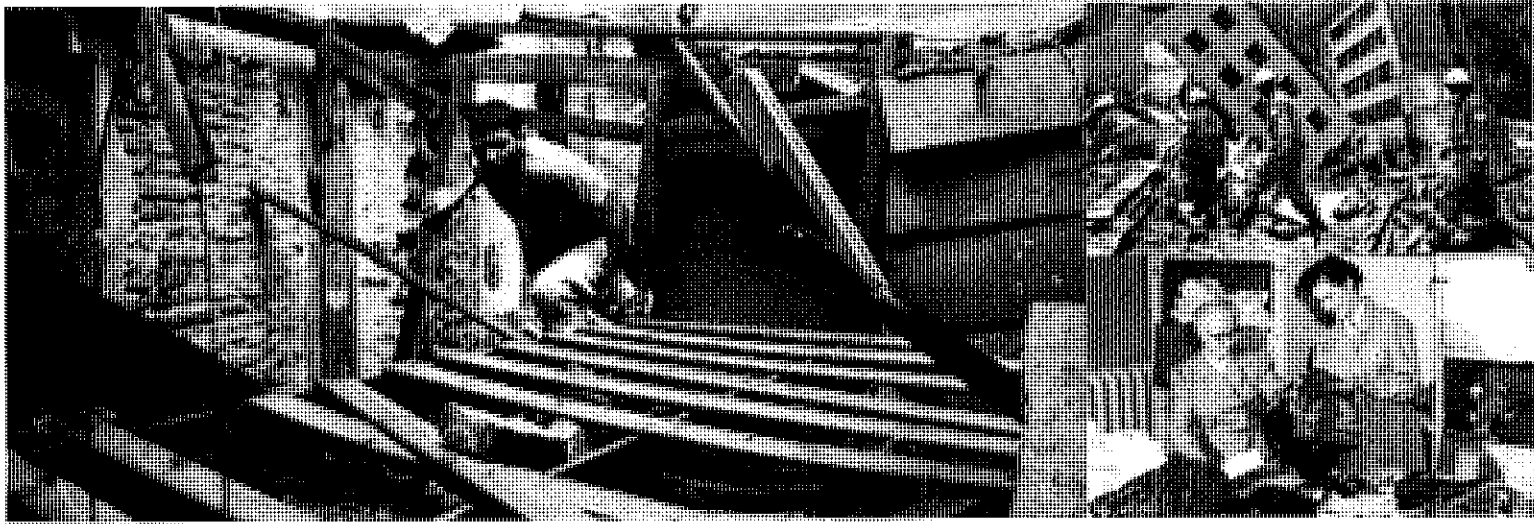
Therefore, a more holistic approach to alleviating suffering is needed. This approach would focus on addressing the underlying causes of suffering, such as a lack of control and a lack of meaning, in addition to providing relief from physical pain.

One way to address a lack of control is to help people gain a sense of control over their lives. This can be done through various means, such as providing information and resources that help people make informed decisions about their health and well-being.

Another way to address a lack of meaning is to help people find purpose in their lives. This can be done through various means, such as providing support and encouragement to help people pursue their goals and dreams.

In addition to addressing the underlying causes of suffering, it is also important to provide relief from physical pain. This can be done through various means, such as medication, physical therapy, and surgery.

Overall, a holistic approach to alleviating suffering is needed. This approach would focus on addressing the underlying causes of suffering, such as a lack of control and a lack of meaning, in addition to providing relief from physical pain.



## Disaster Around the World

The Canadian Red Cross has a long-standing relationship with the American Red Cross, sharing resources and volunteers where required. In 2008, we responded to a request from the American Red Cross and deployed trained and experienced Canadian Red Cross volunteers to Texas following Hurricane Ike. The volunteers provided support with logistics, staffing and shelter management.

As a result of the same hurricane season, we supported recovery work after 50,000 homes were destroyed and many more damaged in Haiti, Cuba and other Caribbean countries. Thanks to our donors, volunteers, staff and the Government of Canada, the Canadian Red Cross helped provide essentials like emergency shelters, clean water and sanitation services, psychosocial support and medicine. Our work continued throughout 2008-2009, building on a long established presence and relationships.

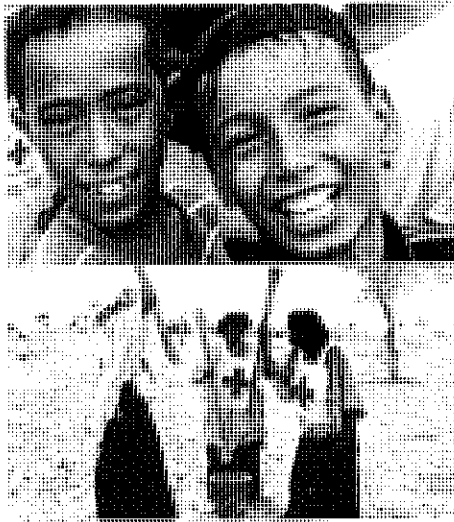
In China, the Red Cross has brought urgently needed relief to over one million earthquake survivors, due in large part to the tireless work of over 180,000 Chinese Red Cross volunteers who provided first aid and relief to those in need. The Canadian Red Cross responded immediately in the after-math of the 2008 earthquake, raising funds and deploying aid workers. In fact, Canadian Red Cross aid worker Yunhong Zhang led the International Red Cross relief efforts in the region. Additionally, the Canadian Red Cross delivered over 7,000 tents and supported the delivery of an additional 700 tents from the Canadian International Development Agency as temporary shelter for thousands of families left homeless by the earthquake.

In response to the devastating cyclone in Myanmar, 27,000 Red Cross volunteers and staff have reached over half a million people with water, food, shelter, and relief items. The Canadian Red Cross provided logistical aid to Myanmar and sent over 2,500 tonnes of relief supplies. We also supported the distribution of 2,000 shelter kits from the Government of Canada. These kits, distributed by local Red Cross volunteers, provided urgently needed shelter for up to 10,000 people in the disaster zone.

The Canadian Red Cross has a long-standing relationship with the American Red Cross, sharing resources and volunteers where required.

*"I hope Canadians feel proud of how their support has helped give youth like us a brighter future"*

Yedesh Krishnamaurty  
Livelihoods beneficiary  
Sri Lanka



Marie-Claude Élie a nurse with the Canadian Red Cross, worked alongside Haitian National Red Cross staff and volunteers to help people affected by deadly hurricanes and the collapse of a school in Gonaïves.

### Volunteer Profile MARIE-CLAUDE ÉLIE

After three hurricanes devastated Haiti in 2008 and a difficult relief operation, **Marie-Claude Élie** left the emergency areas in Gonaïves when she heard sirens. Élie, a Canadian Red Cross nurse from Montreal, climbed on the roof of her hotel and saw a cloud of smoke and dust enveloping the city. A school had collapsed. On reaching the school, she found many children and adults buried under rubble crying for help. Amid the general panic, Élie remained calm and began to lead the rescue operation.

*"What seems really heroic to me is that she remained four hours under a very unstable structure, attending to injured children, in spite of warnings that she was risking her life,"* said Jean-Pierre Taschereau, disaster management delegate with the International Federation's Pan American Disaster Response Unit (PADRU).

*"Until the rescue teams could get there, she devised a system of tubes to get water to people trapped under the rubble. She saved the lives of many Haitians that day. She also set an example for all of us, her colleagues."*

The case of Élie and her fellow volunteers who worked to rescue people highlights not only the Red Cross Red Crescent spirit of assistance, it also shows the vulnerability of countries like Haiti to nature's wrath.



## From Tsunami to Recovery

December 26, 2008, marked the four year anniversary of one of the most devastating natural disasters in the world. A powerful earthquake off the coast of northern Sumatra triggered massive walls of waves, tsunamis that smashed into thousands of kilometres of coastline around the Indian Ocean rim killing more than 225,000 and impacting the lives of millions. The Canadian response was extraordinary. Four years later, Canadian donations have helped re-build entire communities. 4,228 homes were built in 2008-2009. community centres, roads and sanitation systems were also built. But the work has not ended.

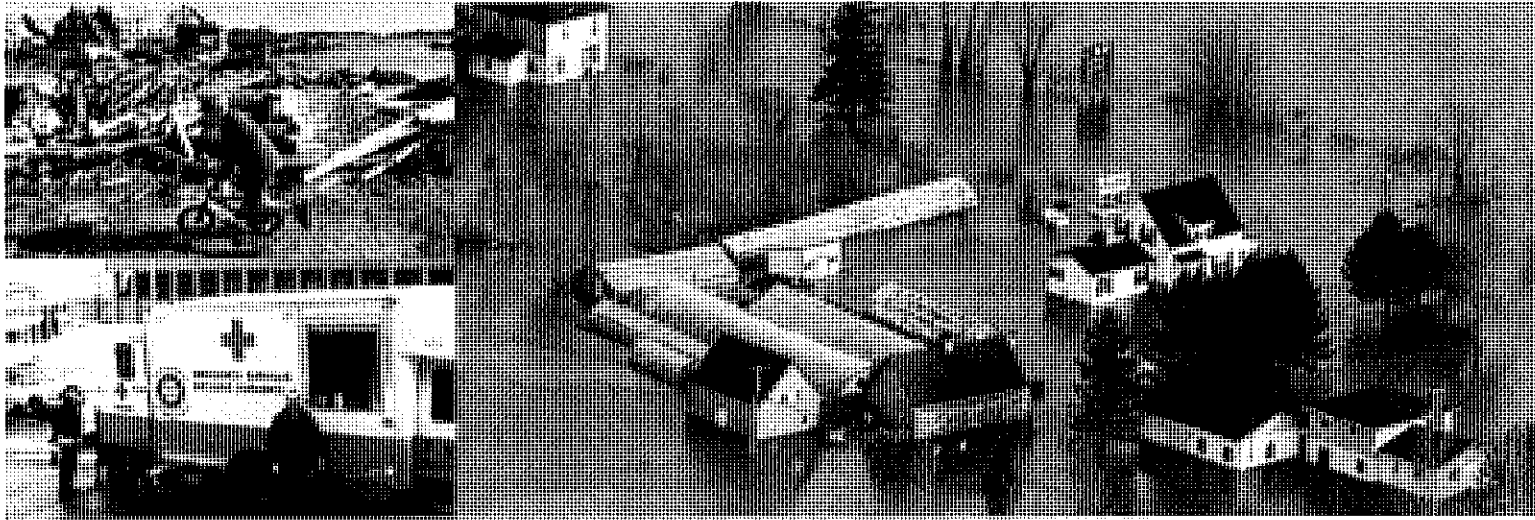
Fund-raising efforts for victims of the tsunami were un-precedented. Over \$385 million was raised in a one-month period. Of these funds, 79% of project spending was completed in 2008-2009 and the balance will be dedicated to building stronger communities through Disaster Risk Reduction projects.

Donation Sources		M - Millions
\$192 M	Donations from generous Canadians	
\$131.8 M	Federal government matching funds through the Canadian International Development Agency	
\$19.3 M	Provincial government contributions	
\$19.2 M	Corporate contributions	
\$22.7 M	Investment income	

Where Your Dollars have been spent (to date)		M - Millions
\$130.8 M	Indonesia	
\$46.8 M	Sri Lanka	
\$16.5 M	Maldives	
\$10.5 M	India, Africa and overall regional	
\$12.5 M	Support to ICRC in conflict areas	
\$63.1 M	IFRC	
\$10.8 M	Program costs	
\$10.3 M	Fundraising	
\$301.3 M	TOTAL	

*"The people of Canada have helped us through this difficult time to help us rebuild our lives. And in the same way, we also should help other people in their times of difficulty. This is the real example of what the Canadian people have done to guide us in the future."*

**Sri Banun**  
 Housing beneficiary  
 Indonesia



At home, 2008-2009 saw the Red Cross respond to a number of serious weather-related events and personal disasters.

### **Disasters in Canada**

During the spring and summer of 2008, the St. John River flooded in New Brunswick, and forest fires in the Halifax area required evacuation of hundreds of homeowners. All four Maritime Provinces also suffered the effects of Tropical Storms Hanna and Kyle, two of the most powerful storms in recent history.

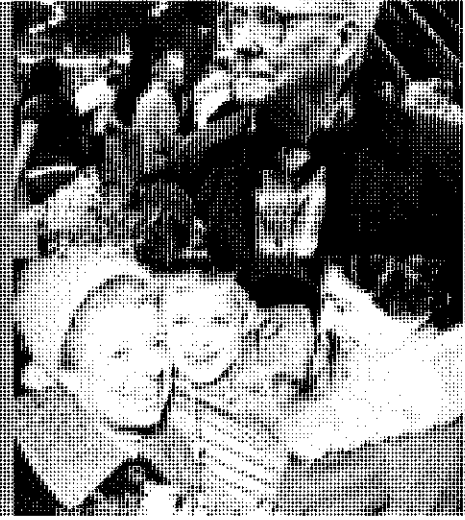
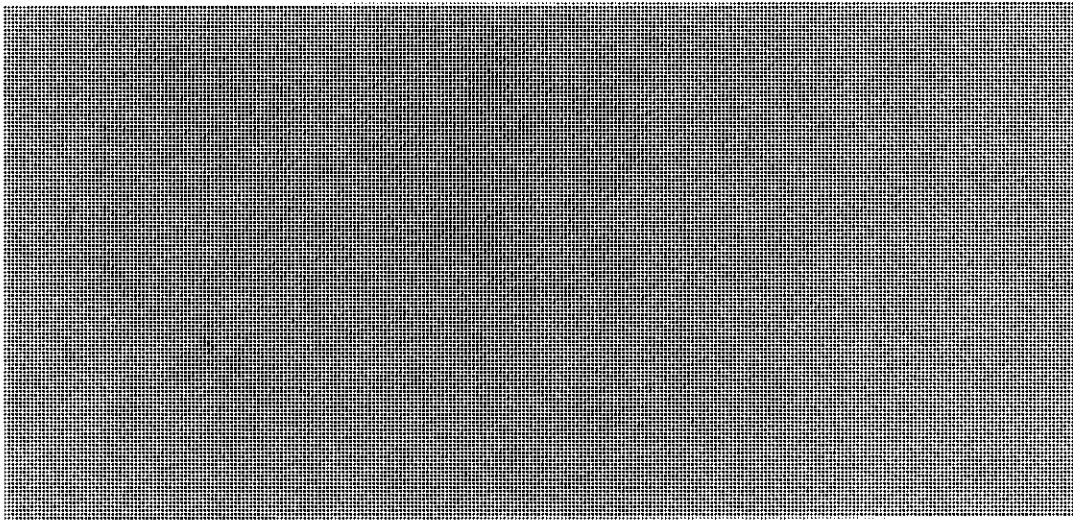
To handle these events and to be ready for the forecasted increase in tropical storm activity, the Red Cross has established and strategically located 15 mobile warehouses throughout Atlantic Canada. These 10, 14 and 16-foot utility trailers hold enough supplies and equipment to support up to 350 people in the field following a disaster, providing all of the tools necessary to do their work.

When spring floods reached emergency levels in the James Bay area, the Red Cross received, registered and sheltered more than 1200 evacuees to be hosted in several northern and south-western Ontario communities. Red Cross workers in northern Saskatchewan helped move 8,000 people out of harm's way of forest fires, re-locating the evacuees as far south as Regina for a 12-day period.

In March of 2009, the threat of flooding in southern Manitoba from the Red River and its tributaries seemed imminent. Based on the knowledge of past flooding, including the severe damage and hardship caused during flooding in 1997, the Red Cross began proactive public engagement with an emphasis on personal readiness.

In Quebec, the number of disasters as well as the number of those impacted has grown steadily in the past five years. For 2008-2009, Red Cross teams have assisted in over 1,002 incidents, an increase of 22% over the previous year. On average, Red Cross volunteers help disaster victims every nine hours in Quebec.

Red Cross public education activities increased this past year with an emphasis on personal readiness. Families are being told of the necessity of preparing emergency kits, which can sustain them for 72 hours, freeing up the valuable time of first responders who can then concentrate on more vulnerable segments of the population.



## RESTORING FAMILY LINKS

Often, emotional suffering is every bit as painful as physical wounds. The Restoring Family Links Program helps Canadians re-establish contact with their immediate family members after heart-rending separation due to war, internal conflict, or other humanitarian crisis such as natural disasters. The Canadian program is part of a world-wide network of 187 National Red Cross and Red Crescent Societies, which lets individuals in other countries place inquiries to find relatives in Canada.

In Montreal, the Canadian Red Cross and the Cummings Jewish Centre for Seniors announced the official opening of the *Holocaust Survivors Tracing Centre*, the first of its kind in Canada. The Centre aims to re-establishing links between family members separated during the Second World War; establish the circumstances of death of a family member; and provide certification for reparation and or pensions. The services offered are free of charge and confidential.

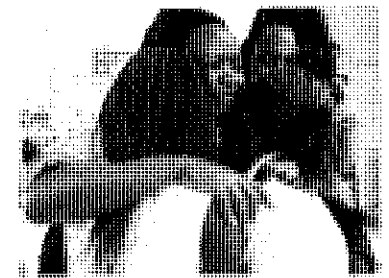
June 12, 2008, was one of the happiest and longest days of Regine Buzayayo's life. Minutes felt like hours while Regine, her sister and two young daughters waited and watched the arrivals gate intensely anticipating the arrival of two precious packages: her two older daughters, Sifa and Jocelyne, both of whom she hadn't seen in four long years.

When the two girls ages 16 and 14 finally emerged, there were shouts of joy in the bustling airport. Mother and her two daughters were locked in an embrace with tears streaming down their faces. They were overjoyed and relieved to be together again.

*"I'm very grateful to Red Cross,"* said Regine.

In June 2004, a conflict in Congo forced Regine, who was pregnant at the time, to flee with her one-year old daughter. Her two eldest daughters, then 10 and 12 years old, were at school. Regine found herself in a refugee camp where she discovered that her husband had been killed, but she was unable to get any information about the whereabouts of her daughters. Later that year, Regine and her two youngest daughters arrived in Toronto where she asked the Canadian Red Cross for assistance in locating her daughters. Through the Red Cross Restoring Family Links Program, both daughters were found safe and living with a foster family in Burundi, Africa.

Relying on public donations to support the service, Canadian Red Cross staff and volunteers handle about 6,000 tracing cases each year.



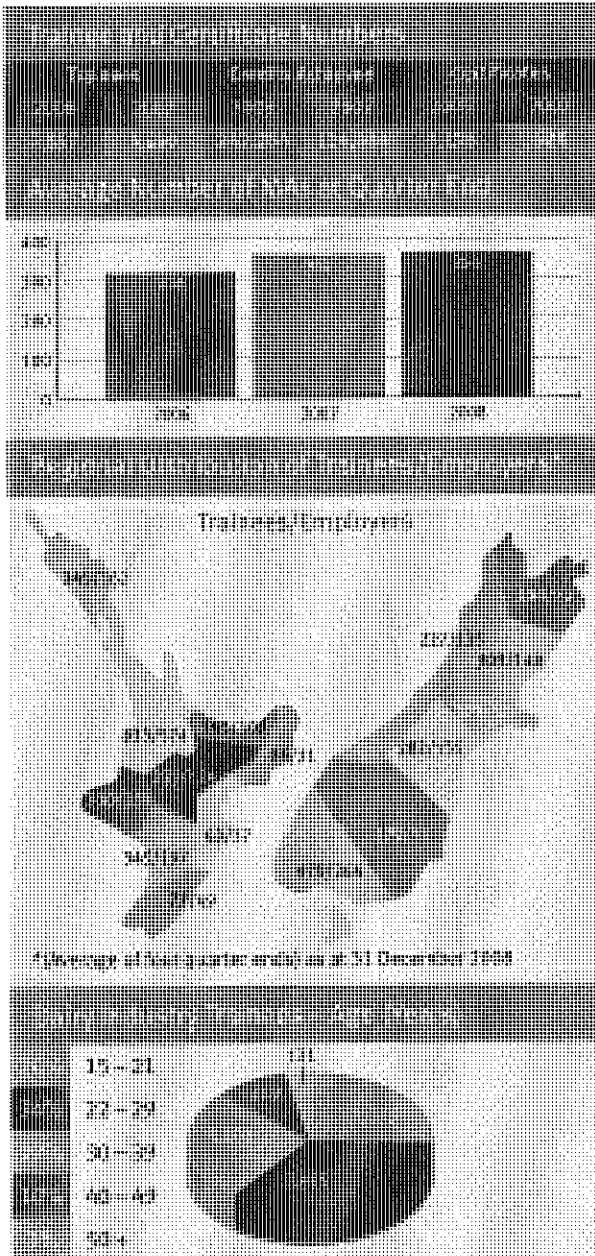
*"It is moments like this that make all our hard work worthwhile."*

Radmila Rokic-Pilipovic  
Restoring Family Links program  
coordinator for the Canadian Red Cross.

**SECTION 2.C**  
**NEW ZEALAND: AGRICULTURE ITO**  
**ANNUAL REPORT 2008**

## Dairy

# Sector Outcomes



Agriculture ITO receives funding from industry group DairyNZ to help us achieve our common aims of developing the capability of people in the dairy industry. DairyNZ is funded by a levy on all New Zealand dairy farmers and government investment. Key performance areas for this partnership include:

- setting and maintaining skill and training standards for the dairy industry
- managing and promoting training opportunities for people with a wide range of abilities and experience employed in agriculture
- developing qualification programmes in consultation with the dairy industry
- contracting providers to deliver training against those standards
- monitoring the quality of training
- meeting government requirements to access funding for developing and arranging training and education for people engaged in the dairy industry
- providing leadership within the industry on matters relating to skills and training needs.

Dairy farming featured in all forms of media in New Zealand as it enjoyed record payouts, saw a flurry of dairy conversions and struggled with labour shortages in some regions.

The big story in dairy training was the National Certificate in Milk Quality. In 2008, 4,279 people enrolled in and 1,927 people completed milk quality training. It was encouraging to see both the uptake of this short course training by people new to us, and its flow-on to further training engagement.

The Milk Quality programmes were the first to be rolled out with their own resources to be used by all providers. Resource development to ensure consistent delivery was a major project undertaken in 2008. As our qualifications suite was reviewed and updated, learner, tutor and farmer resources were researched, written and published to accompany it.

A similar approach is being undertaken with a new programme in development on dairy farm effluent, the first stage of an Effluent Management programme. Fonterra's and DairyNZ's emphasis on clean dairying, as with milk quality, has again proved invaluable in assembling resources and developing these programmes.

The process of splitting general qualifications into shorter programmes focused on specific areas of farming skills and knowledge saw 12 new certificates at level 2 and 3 registered with NZQA. Each has its own set of resources.

This process involved significant levels of consultation with and support from our key providers. We partnered with 14 providers to deliver our training last year, ranging from safety on farm to financial and resource management. The common element to all these is positive impact on the bottom line.

We have developed with DairyNZ an Investment Plan for 2009 that sets out mutual goals and objectives for the development of human capability in the dairy industry.

# Lifting the Game

Milk quality lies at the heart of this \$6.3 billion export industry's success and can cost dairy farmers anywhere between 5% and 500% of the value of the milk in fines if impurities exist. The ability of milk harvesting teams to employ best practice has an immediate impact on farm income so there is a strong incentive for farmers to get it right.

Agriculture ITO's Milk Quality workshops and resources, developed in partnership with Fonterra and now into their second year of delivery, are proving to be vital components in the drive for excellence on dairy farms. Around a quarter of farm teams in New Zealand have attended the courses since they were rolled out.

"Milk is our biggest export industry and we have to protect it," says Claire Chapman of Agriculture ITO, who project-managed the Milk Quality course development.

"Farms are getting bigger, there are more staff to be trained and greater staff movement. Farmers have to feel secure that their people have the knowledge and can demonstrate that knowledge on farm. Everything we can do to give the industry the quality tick has to be a good thing."

The short and practical format of the courses, the supporting resources and the assessment by industry experts are hitting the right mark and appealing to a larger audience, says Claire.

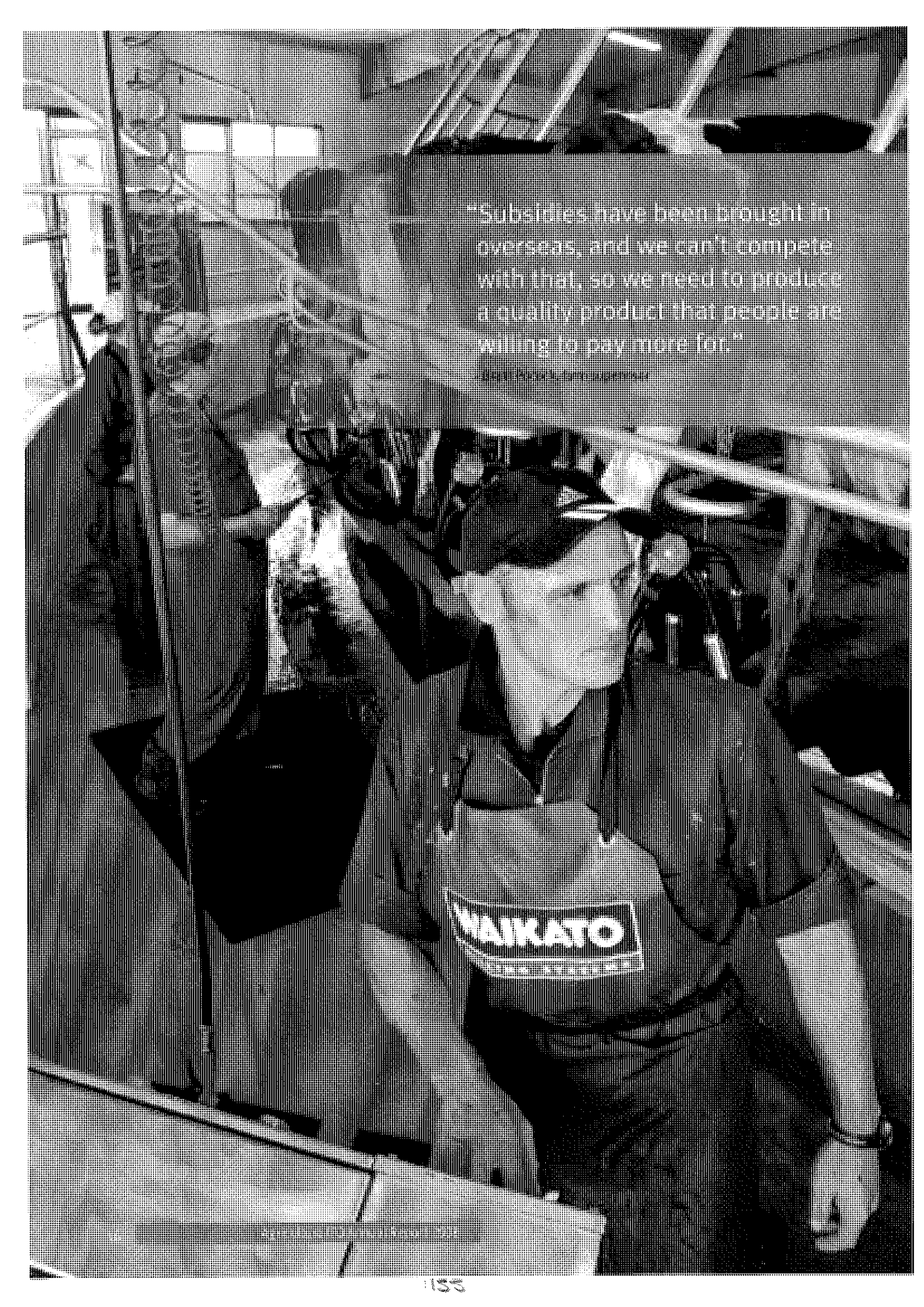
"You do the workshop as a team so you're all aligned and know what the standard is. Then you apply what you learn on farm and have a fresh pair of eyes assess it. It's not about written assessments – it's real."

For large dairy companies like Fonterra, more skilled people mean increased motivation, passion and pride in the industry.

"It's about empowerment," says Peter Hammond, milk quality adviser for Fonterra. "If we understand what we're doing and the ramifications when we do things wrong, there's a much bigger incentive to get it right."

"We're seeing a difference in attitude from farmers and their staff. Because the whole team goes along to the workshops together, they understand cause and effect, relationships and





"Subsidies have been brought in overseas, and we can't compete with that, so we need to produce a quality product that people are willing to pay more for."

—Bill H. Johnson

WAIKATO



“Before training, we would do things on farm and not know the reason why. Now we have a much better understanding of the whole business.”

– Nicola Cudby, dairy trainee

how tasks interrelate. Doing the course together means they can also make decisions together about on-farm practices. Everyone has buy-in.

“There’s a real risk around food quality which the courses help to address,” he says. “Milk harvesters have to be able to harvest and consistently supply the finest quality milk. We still have some way to go, but these Fonterra-endorsed courses are a bloody good start. They have been a huge success and have won the hearts of the participants. We are actively encouraging our people to do them.”

Peter was involved in the courses from conception through to launch, and worked closely throughout with Agriculture ITO. He believes the courses are a win-win for everyone involved.

“We have a milk harvesting training programme that is empowering our milk harvesters with knowledge and understanding; that will help ensure the consistent supply of finest quality milk.”

The approach to the development of the courses was particularly unusual, he says.

“It was the first time industry approached a training organisation in this way, and less than a year from conception to launch. That’s a real first. So is the way in which people are assessed – away from the classroom, demonstrating their understanding on farm.

“We also developed the content before we developed the unit standards. I believe that’s why the courses are so successful. We worked out what was relevant and what needed to be taught before developing the standards.

“As a result, we’re hitting all the right chords. The feedback from our suppliers who have attended has been outstanding and everyone is giving the course the thumbs up.”

\* \* \*

Grade-free now for several years, Braeside Dairies has grown from a medium-sized farm milking 900 cows into a large operation milking 1,800-head at two cowsheds on 697 hectares outside Linton, near Palmerston North. That amounts to 620,000 litres of milk solids per year.

The 12-strong team, led by farm supervisor Brent Pocock, attended the stage 1 workshop in October 2008. Brent has worked at Braeside for over ten years and won the Allen Mead Memorial Trophy for Milk Quality in 2001.

Brent believes milk quality is about business success and meeting overseas demands.

“You supply grade-free milk, it’s good for business,” he says. “Subsidies have been brought in overseas, and we can’t compete with that, so we need to produce a quality product that people are willing to pay more for.”

Having attended an earlier pilot and seen the potential in the course, Brent was keen to get the expanding Braeside milking team up to speed by doing the stage 1 workshop.

“It was very good. It suited everyone from managers to juniors,” he says. “A few areas were a little bit over the heads of the juniors but I think it was encouraging for them to see where they could get to. I’m certainly not past the point of learning, either! I’ve been in the business a long time, but you’d be surprised what I picked up.”

Farm manager Jason Andrews began dairy farming only four years ago, climbed the ladder quickly and now oversees the milking of around 600 cows at Braeside. For him, the group approach was a real advantage.

“It put everyone on the same level,” he says. “My younger guys are really open now, and happy to come and ask me questions. It’s made them much more aware of what’s going on, which makes everyone’s jobs easier. Instead of letting things happen, we know how to prevent them.”

Nicola Cudby has grown up on a dairy farm. She joined the Braeside team in 2007, combining this with studying at Massey University. Despite covering aspects of milk quality in previous training, she found the workshop of great benefit individually and as a team-building exercise.

“I picked up a lot of things I missed first time round,” she says. “Before training, we would do things on farm and not know the reason why. Now we have a much better understanding of the whole business. It’s good to know we’re on the same page.”

## Lifting the Game through Leadership

**What:** In a tight timeframe, we developed short, practical courses and supporting resources for whole farm teams with assessment from industry experts

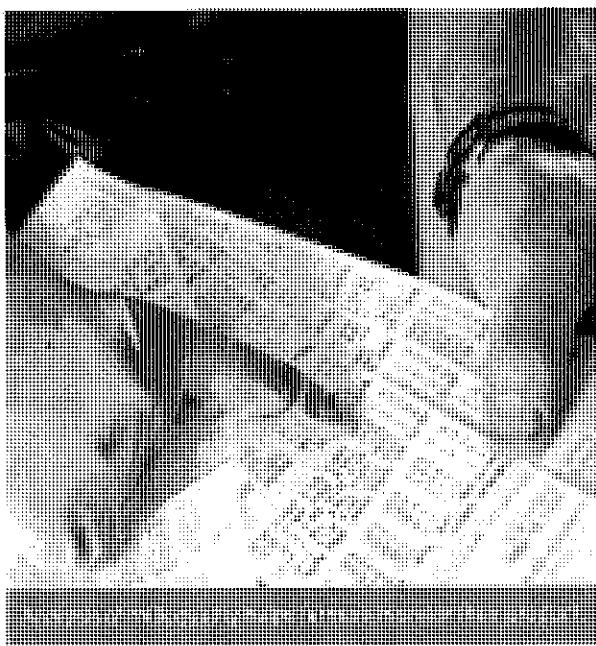
**Why:** To ensure milk harvesting teams are employing best practice

### Results:

- Dairy industry and exports protected
- Farm income protected and reputation enhanced
- Stronger teamwork and more highly skilled staff
- Improved industry relationships

“We’re actively encouraging our suppliers to do the courses. It’s the first time we’ve ever done that for an ITO course.”

— Paul van Boheemen, manager supplier services, Tatua Co-operative Dairy Company



“Teamwork is a really important part of milk quality,” says Brent. “If you can show people how a loss to the business means a loss to everyone in the business, they work better as a team.”

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Assessment by industry specialists takes place one to four months after the workshop, giving farm teams a chance to bed in what they have learned. This aspect of the courses gives them real depth, says Claire Chapman.

“Industry experts are really into people’s understanding and knowledge during assessments on farm,” she says. “They’re getting verification that teams are doing what’s required.”

Relationships between farms and assessors are strengthening as a result of this approach to assessment, she says.

“Good relationships help to minimise risk. Assessors are being called in earlier to work alongside farms, nailing potential problems before they become real ones. That’s a real positive.”

Richard Cash, a milk quality tutor and assessor with AsureQuality, has run over 50 courses in the past year. He has experienced this sea of change first hand.

“Relationships and communication have really improved,” he says. “In the past, people have been a bit stand-offish towards us. We were the so-called ‘dairy inspectors.’ Now we’re seen as ‘dairy assessors’ who are here to help. They see that we can be of benefit to them and effectively save them money, long term, by improving things.

“I’m seeing a lot of enthusiasm now on farms. I know of several that have done the course and are now entering competitions for farming awards.”

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Companies such as Synlait, Westland Milk Products, Dairy Holdings and Tatua Co-operative Dairy Company are welcoming the Milk Quality courses, as the purchasing habits of their overseas customers become more sophisticated and discerning.

Tatua processes 190,000 litres of milk a year, manufacturing a wide range of consumer, food service and ingredient products. Milk quality is critical and must be of the highest level, particularly for long-life products being stored at ambient temperatures.

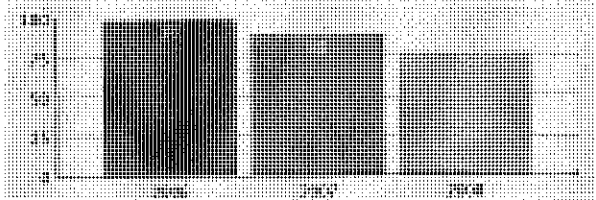
“We’re actively encouraging our suppliers to do the courses,” says Paul van Boheemen, Manager Supplier Services at Tatua. “It’s the first time we’ve ever done that for an ITO course.

“The course supports other milk quality initiatives, such as changes to grading systems, that we are putting in place. Our suppliers know that we’re moving to tighten up milk grading standards and pay premiums for really good quality milk, so there’s a real incentive to improve. The course allows suppliers to achieve those outcomes more easily.”

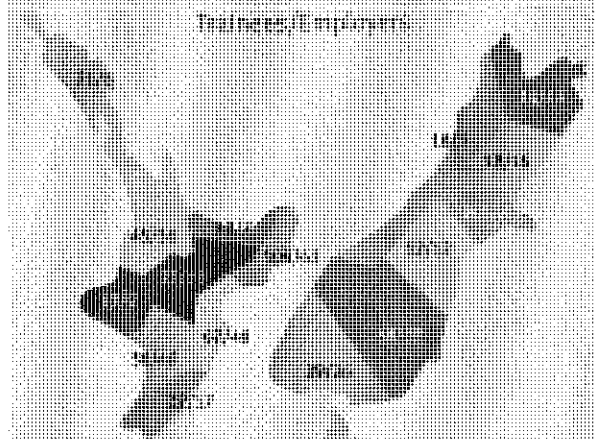
## Sheep and Cattle

# Sector Outcomes

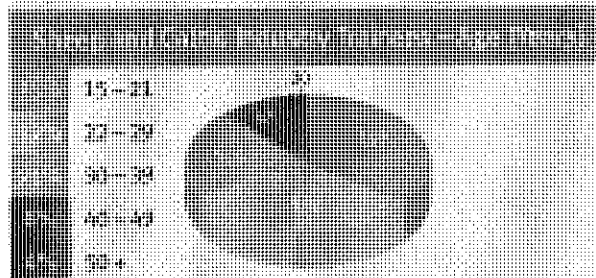
### Percentage of total training activity by sector



### Percentage of total training activity by region



\*Percentage of total training activity as at 31 December 2009



Agriculture ITO partners Meat & Wool New Zealand in achieving the joint aims of developing the capability of people in the livestock farming and wool production industries. Meat & Wool New Zealand is funded by a levy on livestock slaughtered and wool sold. Key performance areas for Meat & Wool New Zealand include:

- improving skills and supply of skilled staff
- ensuring training reflects best practice
- meeting government requirements to access funding for developing and arranging training and education for people in the sector
- managing and promoting training opportunities for people with a wide range of abilities and experience employed in agriculture
- promoting and managing the Modern Apprenticeship scheme
- providing reports on training activity.

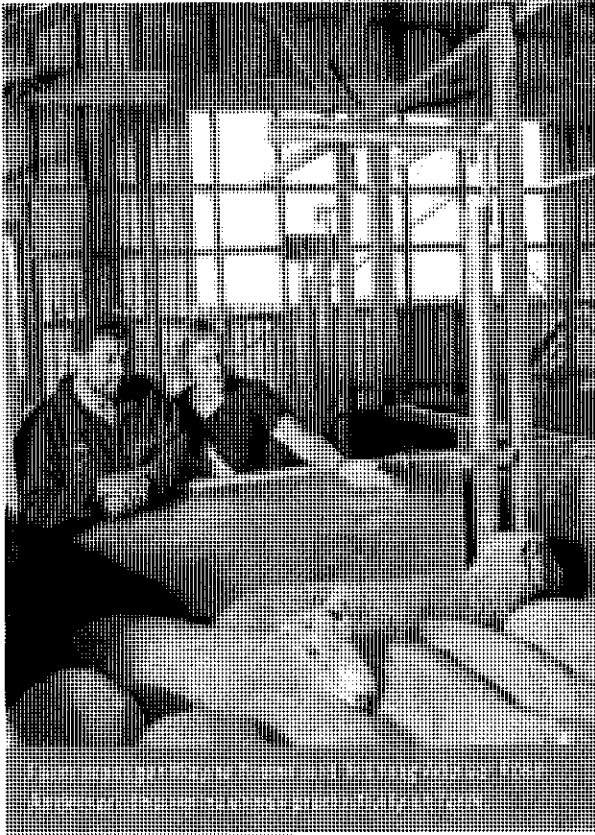
The meat and fibre sectors of the economy also had their share of headlines in 2008 – though for different reasons than dairy. Ongoing low prices for wool, low meat prices that only began to recover towards the end of the year, droughts and land price pressures from dairy and arable producers all made for trying times for sheep and cattle farmers.

They are a resilient lot, though, and in many areas there remained a high commitment to train staff at all levels – notably wool harvesting. Shearing and handling wool is another agricultural area where New Zealand leads the world.

Our level 4 and 5 course numbers seem to be holding, but as the number of shepherds has declined in many areas, so too has the ability to pull enough people of the same level together to attend training.

We anticipate a positive reaction to the new level 2 and 3 qualifications – emphasising ‘can-do’ skills – as they roll out through 2009. The level 3 Stockmanship qualification particularly has appeal to people not inclined to sitting in formal learning environments.

As with DairyNZ, we have developed an Investment Plan approach to help Meat & Wool New Zealand achieve their goals in human capability development. An area of focus for us will be looking at ways in which we deliver training to this sector, and testing alternative delivery mechanisms.



# Flexible Training Proves a Winner

Agriculture ITO is upskilling Māori farm managers in the King Country with a new flexible training model that fits in with work and family commitments. The new approach is enhancing careers and boosting business productivity.

Six King Country farm managers have successfully combined work, study and a host of family and sporting commitments to achieve an Agriculture ITO National Diploma in Agribusiness Management.

All agree the National Diploma has been a tremendous boost to their skills and confidence, and helped advance their careers. The benefits to business are obvious too – their employers are keen for them to keep learning.

Agriculture ITO developed the tailored training solution in partnership with local tertiary provider, Waiariki Institute of Technology.

Agriculture ITO Training Adviser Rose Anderson says the key to the initiative's success was the ITO's willingness to "think outside the square so that people could keep learning while they were working." The managers attended night classes held in the New Zealand Shearing Championship headquarters – 'The Woolshed' in Te Kuiti.

"The ITO delivers these classes throughout New Zealand but what we did in Te Kuiti was deliver the course in a way that suited the trainees and where they lived," says Rose.

The National Diploma covers farm business planning, physical resource management and production management – everything required to boost yields, productivity and the bottom line.

Farm manager Wayne Fraser runs a dry stock operation (7,000 stock units) on a large sheep and cattle farm near Te Kuiti. He is clear about the value of the course and what it has done for his career.

"This course really helped me when I was job searching. When people found out I was doing business management studies it was a big plus. People are looking to employ people who aren't just experienced, but also have a 'ticket.'

"Lots of people have general farm experience, but they lack the business and technical aspects of farming. For example,



using a Farmax computerised management system. Those systems are only as good as the data you enter and your ability to analyse it. Doing the training means you are making informed decisions and those skills can have a huge impact on the operation, money-wise.

“After doing the course I look at pasture management from a different perspective. I make really informed decisions about where stock should go and how much grass is growing. That’s a huge part of farming. If you don’t get your pasture management right, you’re basically pushing it uphill.”

A feature of the pilot was that the six managers studied collaboratively. Farm consultant Greg Barry, who’s been in the industry 42 years, took on the role of mentoring the group.

“Each of us had different strengths, experiences and skills so we decided to work together. We met every fortnight in class, but we also got together on the other week to work as a group to prepare for class. Whatever we were going to achieve we were determined to do it as a group,” says Greg.

That approach worked well, says Peter Lee Ratima, who manages a 1,200 acre dry stock farm near Piopio. “You feel a lot more enthusiastic about training when you are doing it with other people you know and get on well with. Sometimes people are scared to speak up or ask questions. That’s the advantage of working with people you know. Pooling our knowledge led to us all gaining a better understanding. The knowledge I have now is 100 times more than when I started. That makes day-to-day farm management that much easier.”

There was plenty of pride in this rural community when the group graduated at Te Tokanganui-a-noho Marae in late 2008.

“It was a huge, huge thing for this community and it has made



it easier for anyone who follows,” remembers Greg. “I’d done a lot of things in farming, but I didn’t have a Dip Ag.

“The greatest buzz for me was seeing the other guys graduate. Now they’ve got something to show for their skills, that’s put them ahead of everyone else. I’ve told them not to stop here. The next thing is a degree. We’ll be pursuing that in 2009.”

At the nearby Waituru sheep and cattle station in Piopio, stockman Jason Taitoko has also taken a step up in his career thanks to the National Diploma.

“I wanted to go further in my career. It was hard studying at first because I was playing rugby for King Country and missed a few classes, but we did those home studies and pulled each other through. The best thing was that the ITO had designed the training to suit our lifestyle.

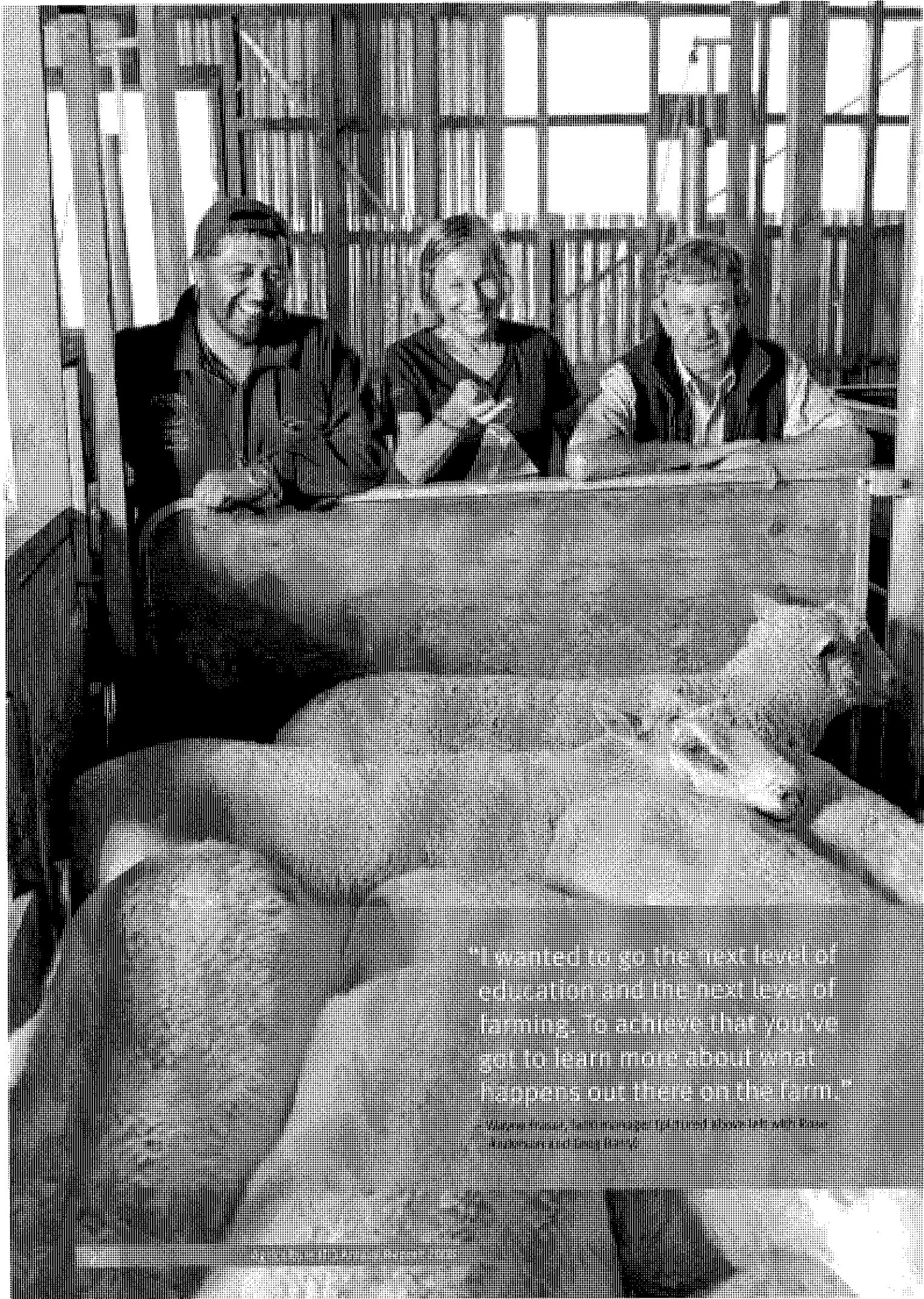
“I used to be one of those people who thought, ‘I don’t need to do this training, I’ll just learn it all on farm.’ But if you want computer and budgeting skills you have to train. Training is so important, not just for the business, but for me personally – we get paid on performance and how much weight our cattle put on. The course has made me more aware of things like production targets, measuring grass and budgeting.

“I lacked confidence before I did this course. It’s really taught me to believe in myself.”

Since graduating with her National Diploma, farmer/tutor Donna Sandilands has bought a farm and is planning extra-mural tertiary study majoring in wool fibre and genetics.

“I did enjoy doing the course. I liked mixing with the other students and bouncing ideas off them. I come from a farming background but I needed training to become a more efficient farmer.





"I wanted to go the next level of education and the next level of farming. To achieve that you've got to learn more about what happens out there on the farm."

*—John Deere, 2013, about the importance of education in the farming industry.*

## Flexibility to Deliver on Customer Focus

**What:** Overcoming geographical, workplace and delivery barriers to ensure delivery of business management courses

**Why:** To ensure industry best practice reaches everywhere

### Results:

- Management-level skills brought on farm
- Providers working with customers to provide tailored training solutions
- A training culture developed in key economic and demographic areas
- Industry recognises customer-focused training and support to deliver results

“This course has allowed me to buy my own farm. It enabled me to set out my goals in achievable steps so it wasn’t just a dream I had. I’d recommend it because you meet so many people and bounce ideas off them. I lacked practical experience but these other guys had it. Doing it part-time was important too, because I was working as a full-time shearing contractor.”

A crucial support role fell to Agriculture ITO Training Adviser Rose Anderson. Undertaking formal study was a big commitment for the participants. Many had not studied since school and for some it was their first taste of success. Participants described Rose as ‘the glue’ that held the group together.

“If it hadn’t been for Rose pushing me, I would’ve stopped. But with her help and support, I got there,” says Donna.

Now the ITO plans to roll out flexible, management-level training in other regions, to upskill Māori working in agriculture. The six King Country trainees have certainly shown that with the right customer focus, training is possible anywhere, any time, at any stage of a person’s career.

Wayne Fraser is full of praise for the way the course was organised. “The ITO put a great package together for us. We sat down and talked to them about what we wanted and they went away and came back with a good solution.”

Rose Anderson agrees that flexibility of approach was crucial. “We were committed to organising a time and place that suited the trainees. It was all about giving them the flexibility to continue learning and learn in the way they wanted. They all had families and job responsibilities.”

She says it was important to be open to different ways of learning too.

“They wanted to sit down and discuss things together and enhance each other’s learning. We needed to ensure they could work as a group, not just as individuals.”

Wayne Fraser sums up what the course has meant to him. “I wanted to go to the next level of education and the next level of farming. To achieve that you’ve got to learn more about what happens out there on the farm. When I was 18 I used to work on a monitor farm and all the technical stuff used to go straight over my head. But once I started the Ag ITO course, it all fell into place.”

Industry veteran Greg Barry agrees. “It surprises me that more people don’t take up this challenge to make themselves a better farmer. You can be a good farmer, but in today’s world, you’ve got to understand the technical and business side to really move forward. It’s very, very important to keep learning.

“As a result of doing this course, we’re managing this property better. We’re using the pasture better to raise the cattle better so they reach their target weights sooner. The property isn’t getting bigger, we’re managing it better.”



“The ITO delivers these classes throughout New Zealand but what we did in Te Kuiti was deliver the course in a way that suited the trainees and where they lived.”

– Rose Anderson, Agriculture ITO Training Adviser

## Other Industries

# Sector Outcomes

### Rural Servicing

The rural services industry plays a vital role in supplying and informing rural businesses. Service people require a broad knowledge of farming systems, livestock and pasture issues, and products. Our emphasis with this sector is on creating customised, task-focused learning programmes. We are actively engaged with RD1, Goldpine, PGG Wrightson and Elders.

Milestones in the year include completion of the first intakes for the National Certificate in Rural Servicing (Level 3) and National Certificate in Retail (Level 4).

### Agrichemical Supply

A component of learning required for rural servicing staff is agrichemical supply. We developed a short course appropriate for newer staff, and offer the National Certificate in Agrichemical Supply for more senior staff.

### Landcorp

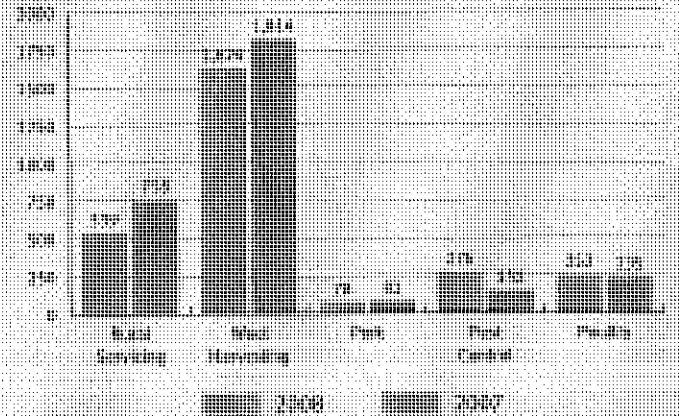
Landcorp, the state-owned farming enterprise, has a strong training culture and works closely with us to support training in the workplace. This included a review of the National Certificate in Farming Skills to focus on 'can-do' skill training and assessment. An Agriculture ITO 'roving assessor' for this programme will ensure consistent assessment and minimal time off farm for Landcorp staff.

### Artificial Insemination and Herd Testing

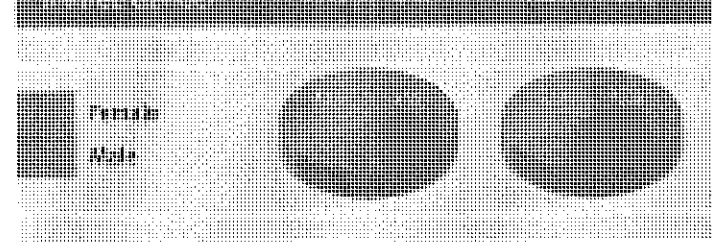
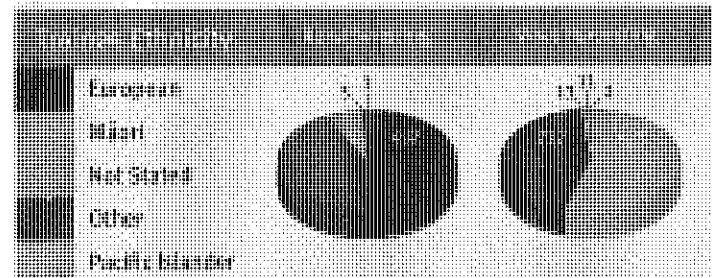
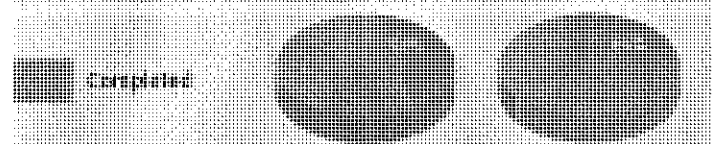
Qualifications in both these areas are under review in consultation with key stakeholders and customers. Artificial insemination training was offered in 2008 while herd testing training was put on hold.

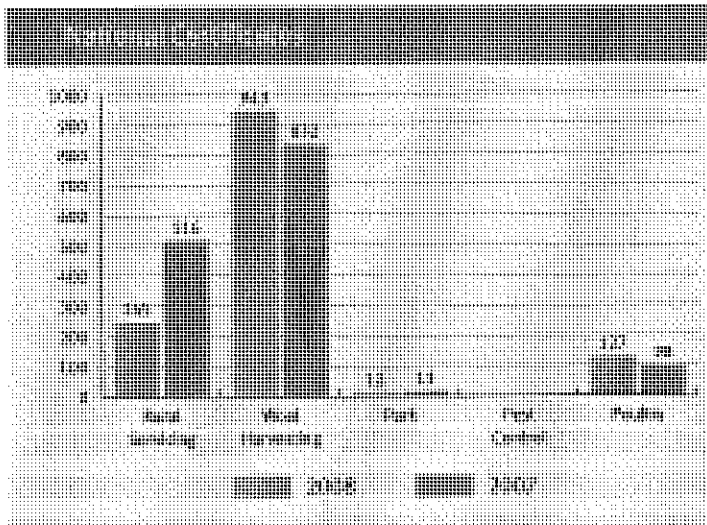
### Wool Harvesting

Shearing and wool handling is our second largest training sector after dairy and interest in gaining qualifications remains strong. A review of all wool harvesting qualifications began in 2008 and should be completed during 2009. Training support and provision is handled through Tectra, and we acknowledge the contribution they make in this area. We are also grateful for the support of Meat & Wool New Zealand and the Shearing Contractors Association.

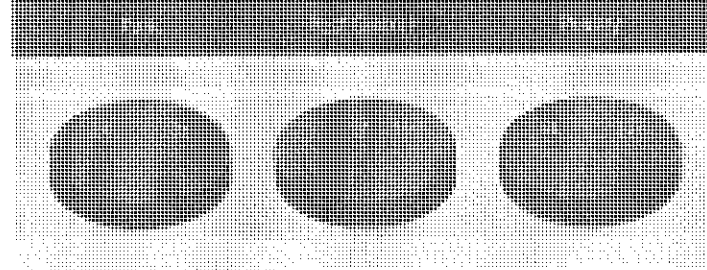
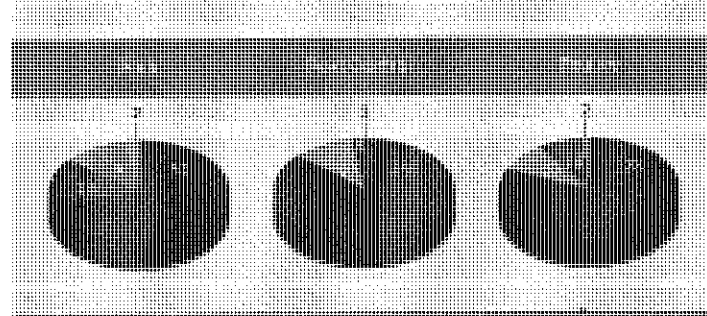
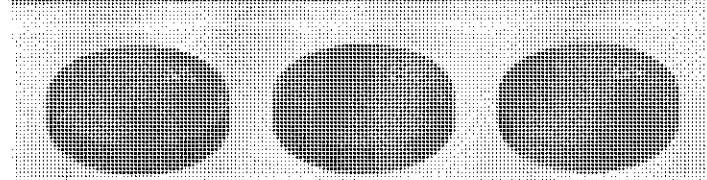


	Level 3	Level 4	Level 5	Level 6
Rural Servicing	15	771	12	5
Wool Harvesting	1,743	694	295	4
Pout	23	16	66	3
Pout Control	0	171	0	0
Poultry	209	56	65	13





	2008	2007	2006
Rural Servicing	142	111	9
Wood Harvesting	1011	1012	103
Park	13	11	1
Pest Control	127	98	-
Poultry	127	98	-



## Pork

A new model for the National Certificate in Pork Production (Stockperson) (Level 3) course saw trainees undertake a common package of learning, rather than a core with electives. Feedback was positive and the same modes were applied to the herd managers course, incorporating the Grower Unit strand.

The on-farm Core Skills programme has been popular for immigrants and career changers, providing an excellent introduction to the issues of biosecurity, animal welfare and health and safety. The National Certificate in Advanced Pork Production will be rolled out in 2009.

Our provider, Massey University, and the industry group New Zealand Pork, are key partners in developing and delivering training for this industry.

## Pest Control and Possum Monitoring

Throughout 2008 we worked closely with the Animal Health Board (AHB) and the National Pest Control Association to ensure people new to the industry received all the necessary training. New minimum training requirements from the AHB for their contractors were agreed. These will be presented at the AHB contractor meetings early in 2009.

New additions in pest control were the pest-specific Traps, Toxins and Biology units for Mustelids, Avian, Rodents and Rabbits, which complement the existing Possum Control units.

## Poultry

Training in the poultry industry is strongly supported by the key industry bodies Poultry Industry Association of New Zealand and the Egg Producer Federation of New Zealand.

Our level 2 qualifications are widely accepted as the minimum standard for meat growers and table egg producers. This has driven uptake at that level and led to improved interest in further training, such as courses for managers and supervisors. Learning at higher levels covers decision-making, staff management, risk management and planning specific to the industry, and a customised Rural Staff Management programme was held.

### Rural Staff Management

Feedback from participants in our Rural Staff Management courses has been very positive. Sharing knowledge and experience of what makes for effective work teams is a vital part of building the reputation of farmers as good employers. The course comprises four workshops focused on getting the employment structure, expectations, processes and people right. We are looking at ways to move the assessment from paper-based scenarios to real application on the participants' farms.

"Anyone who is in the position of employing staff, does the course and applies what they've learned, will definitely find improvement in productivity and profitability."

– Beth Leeder, farm owner, Bay of Plenty

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# Delivering on Business Outcomes

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The National Certificate in Rural Servicing (Level 3) is a good example of working with industry and customers to deliver on business outcomes.

Rural services sales people need a wide and accurate knowledge of farming systems and practices. They also need extensive product knowledge so they can provide good advice to farmers.

Furnishing people with much of that knowledge is the aim of the National Certificate in Rural Servicing.

Developing an effective learning package from scratch demanded close collaboration from experts in the industry. Rachel McGovern, training manager for RD1, was one of a team of people that included representatives from PGG Wrightson and Farmlands who jointly developed the course.

During the development stage, the team met every couple of months in Wellington.

“We discussed what worked and what didn’t for different companies,” Rachel recalls. “It was really good to work on what would be good for the industry.”

Once the course content was sorted, it became a matter of registering it with NZQA, and working out how to deliver it.

Flexibility here is particularly important, because of the difference in learning styles and the needs of the training customers.

“The way Ag ITO can almost personalise the course to each company’s requirements is really good,” Rachel says.

RD1 wanted a really hands-on emphasis in delivery and Dairy Training Ltd tutor Wilma Foster was ready to give it – including a field trip to a pet-food factory to see how cows work from the inside.

“Getting out and seeing what they’ve been learning about in class makes a difference,” Wilma says. “It relates the



bookwork to something they're doing which helps them remember it a lot more."

The proof of that is in participants' course assessments.

"Their answers are more practical and applied, and show more depth than answers from something they've learned in a book – especially if they relate it to their own farm."

For Manu Kareko, who works in RD1's Dargaville store, the formula is working well. He was one of 17 who took part in the first intake of the Rural Servicing course.

"I never thought I'd enjoy a course this much. It seems each module gets more interesting.

"The autopsy was real interesting. I worked at the meatworks, but I'd never really had a good look inside (a cow).

"Other learning I've done was more theory. With Ag ITO you actually go out and do stuff, with the tutor and the adviser there.

"I retain information better if I'm actually doing it hands-on."

"The outcome is they're better able to relate to farmers," Agriculture ITO Key Accounts Adviser Sharon Orr says.

"It gives them a better understanding of what farmers need and what their situations are, and that enables them to ask the right questions, to give them the right product."

It's not just the customer who benefits from rural service staff having an increased appreciation of their business. It also gives staff members more confidence to match customer needs to products in store – it makes them more productive. That also translates to happier staff, more satisfied customers and happier employers. Agriculture ITO research shows that increased job satisfaction leads to improved staff retention.

Says Manu: "When farmers come in and talk about grades and what's happening on farm, you understand what they're talking about.

"The extra knowledge makes work more enjoyable." ❧

## Delivering on Business Outcomes

**What:** Industry experts collaborate to create hands-on courses for rural servicing companies

**Why:** Ensure rural sales staff have extensive knowledge and understanding of farmers' product needs and business

### Results:

- Fruitful industry collaboration
- Enhanced knowledge within sector
- Courses tailored to business needs of individual rural services sales owners
- Better advice and service for farmers
- Greater job satisfaction for rural sales staff

"When farmers come in and talk about grades and what's happening on farm, you understand what they're talking about."

– Manu Kareko, rural servicing sales person



# Water

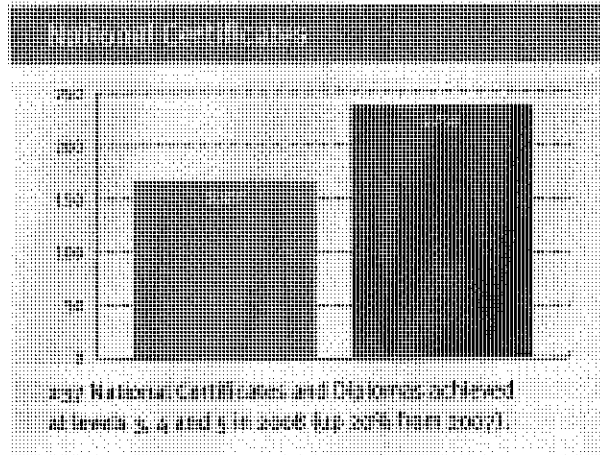
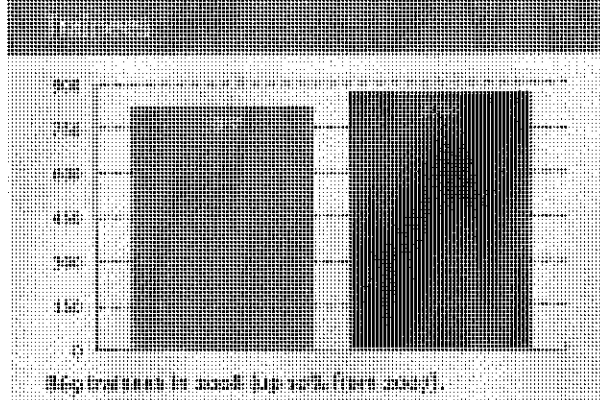
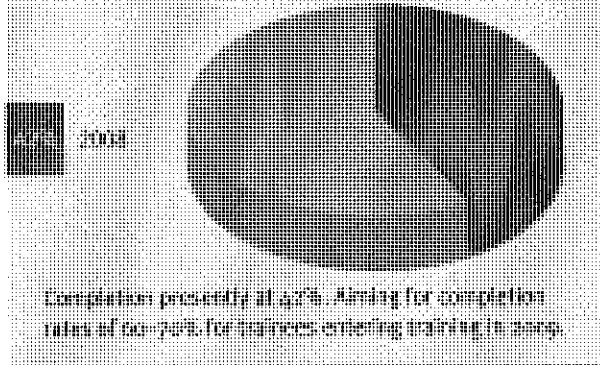
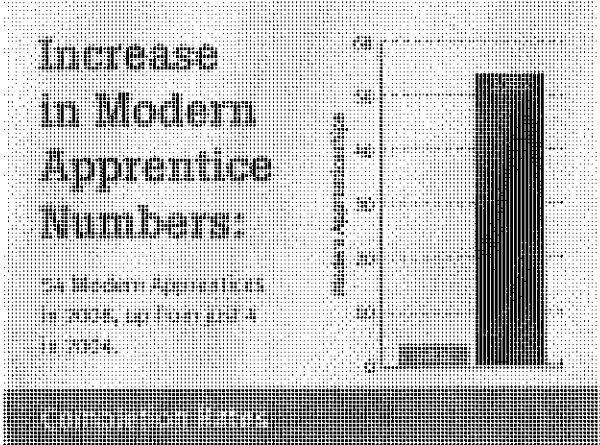
# Sector Outcomes

To celebrate reaching the '50th Modern Apprentice' milestone, Water Industry Training organised a 'Gathering' of apprentices in Auckland, taking up the kind invitation from WaterCare Services Ltd to host an apprentice workshop. Thirty Modern Apprentices travelled from around the North Island, including Taranaki, Porirua, Ruapehu, Waikato and the Bay of Plenty. They were given a tour of the largest water and wastewater treatment plants of the country and the cutting-edge membrane filtration plant at Tuakau.

2008 saw the launch of the National Certificate in Water Reticulation (Supervisor) (Level 4) course. This long-awaited qualification creates a career path for trainees who have completed the highly successful National Certificate in Water Reticulation (Level 3) and wish to grow their technical and supervisory skills.

2009 will see Water Industry Training embark on training expert workplace assessors to undertake on-site assessments for our National Certificates in Water and Wastewater Treatment. We expect this initiative will:

- decrease the time it takes a trainee to complete a qualification (duration)
- decrease the cost of the assessment process
- decrease the time waiting for an on-site assessment
- increase the completion rate of the qualifications
- increase the flexibility of the on-site assessment process
- increase capability of personnel within the water industry.



# Regeneration

The water industry is using the Modern Apprenticeship scheme to recruit and train some much-needed new recruits. Jonathan Manava is part of the 'new wave' of trainees.

Like many other industries, the water industry faces a severe skill shortage in coming years as the ageing workforce retires. Attracting and retaining enthusiastic young people and bringing them up to speed quickly is vital for the future-proofing and continued growth of the industry.

For several years, Water Industry Training Manager Annie Yeates and her colleagues have been spreading the word not only about the benefits of industry training, but also the advantages of creating new apprentice positions and taking on absolute beginners through the Modern Apprenticeship scheme. The hard work is paying off: apprentice numbers currently stand at 54, up from just four in 2004.

It is a challenge for any organisation to take on someone with no experience. Employers generally look for staff with experience who can hit the ground running, but as the Modern Apprenticeship scheme shows, taking on a beginner has some real advantages – youth, enthusiasm, a positive attitude. 'Get 'em young and keen' is the thinking.



The Modern Apprenticeship scheme provides young people with a training pathway, mentoring and support without attracting a student debt. Apprentices learn practical skills on the job, and gain formal credit for their achievement of 'real-world' competencies. They also participate in regular classroom-based learning, where they complete assessments in theory directly relating to their jobs.

Through the scheme, in return for creating an apprenticeship, employers can be assisted with advertising and recruiting, and have access to financial help with Water Industry Training costs. They also get the support of a Training Adviser who helps them set goals that realistically reflect the needs of both the trainee and the business, and monitor progress and achievement.

Porirua City Council services a city of 50,000 people, and is one of a growing number of employers who have stepped up and created apprentice positions.

"As a council, we're committed to bringing in younger people and training them up," says council waterworks manager Alistair Hurley. "And we're more than willing to fund that training. It's fantastic, and it needs to be done."

Modern Apprentice Jonathan Manava, a 23-year-old Samoan, Porirua born and bred, joined Alistair's team of eight in early 2008. As the first Modern Apprentice, Jonathan impressed his boss right from the get-go.

"He was completely fresh to the industry but has been fantastic," says Alistair. "He has an eagerness to learn and seems to thrive in the working environment."

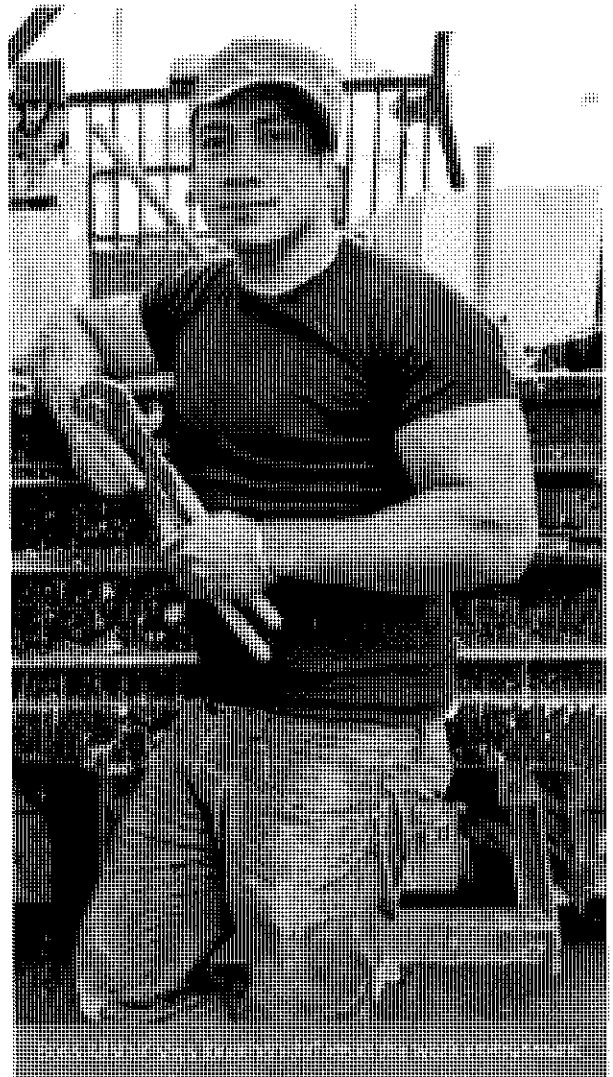
Annie Yeates has been equally impressed with Jonathan's approach to industry training. "We put an emphasis on health and safety in our training, and getting it right first time. Jonathan has really excelled."

With a background in the performing arts – he played rhythm guitar and did backing vocals for his reggae band – and a baby daughter, Jonathan made a remarkably smooth transition from stay-at-home dad to Modern Apprentice.

"I knew it was time for me to get a job," he recalls. "I decided to find me a trade – I always wanted to work outside. I saw the ad in the paper and thought it would suit me."

One year on and halfway through his National Certificate in Water Reticulation (Level 3), assessments passed with flying colours, Jonathan couldn't be happier.

"No two days are the same in this job – it's like a 'jack-in-the-box' surprise! I learn something new every day. It's awesome – being out in the fresh air instead of stuck inside. I also go out with all the boys and learn a lot from them too."



## Regeneration through Developing People

**What:** Leveraging apprenticeship scheme to support employer and employee ensuring staff retention.

### Results:

- Fostering positive approach to learning among new staff
- Supportive approach delivers loyalty and commitment
- Apprenticeships address skill shortage and ageing workforce.

"You've got to be a supportive employer to get the best out of your guys."

– Alistair Hurley, waterworks manager

Work and training have made him a more confident person, says Jonathan. "I used to be pretty shy. The performing arts have helped as well as learning new industry skills. I've now got a lot more confidence when dealing with people."

"The key to success is to go hard!" he says. "You only live once. Do it right first time."

There has been no shortage of support – from Jonathan's partner and family, from Annie at Water Industry Training and from his boss. That has been the strength of Modern Apprenticeship training.

"You've got to be a supportive employer to get the best out of your guys," says Alistair. "If you don't put in the hard yards yourself, you can't expect much in return."

Alistair and Annie believe that people with Jonathan's attitude and dedication are exactly what the industry needs as it approaches a time of transition.

"It's up to him now how far he progresses," says Alistair. "Hopefully he'll be sticking around here for many years."

# Sustainability Report

## Vision: Leading by example in minimising our carbon footprint

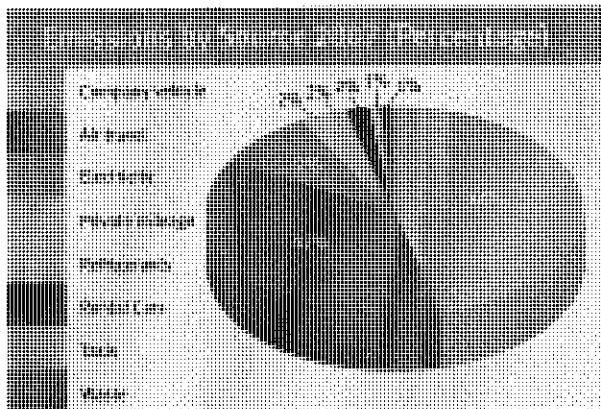
In 2008 we began a process to understand and improve our environmental impact and wider sustainability performance, with a view to reporting to stakeholders. Baseline information on performance and initiatives was gathered to provide a starting point for prioritising environmental performance management and action.

Environmental consultants URS identified that most of Agriculture ITO's significant environmental aspects can be measured by looking at the relative carbon impacts of emission sources (e.g., energy consumption, air travel, car usage). This part of the baseline assessment is referred to as the 'carbon footprint.'

### Carbon Footprint

Our carbon footprint was then determined following the Greenhouse Gas (GHG) Protocol. GHG Protocol is the most widely used international accounting tool for government and business leaders to understand, quantify and manage greenhouse gas emissions.\* Agriculture ITO's carbon footprint is reported as tonnes of carbon dioxide equivalents per full time employee or tCO<sub>2</sub>e/FTE. Using the 2007 baseline information this was estimated to be 9.0 tCO<sub>2</sub>e/FTE.

\*GHG website



Category	Value
Company vehicles	499.1
Waste to Landfill	8.0
Electricity	23.2
Private Mileage	17.2
Air Travel Domestic	314.5
Rental Cars	17.4
Taxis	7.1
Refrigerants	13.9
<b>TOTAL</b>	<b>1000.7</b>



In 2008 we introduced the following major initiatives to reduce our environmental impact:

- Virtualised our server environment, reducing energy usage by over 25%
- Replaced our fleet vehicles with Hyundai diesel vehicles
- Reduced travel budgets in conjunction with introducing video conferencing
- Set copier default to duplex and black and white
- Reduced waste by implementing just in time printing in our new print room
- Qualification folders are no longer encapsulated so they can be reused.

### Key Initiatives for 2009:

- Include the environmental responsibilities in the induction manual
- Integrate sustainable policies and guidelines into operations
- Develop a sustainable procurement policy
- Further reduce travel budgets
- Consider the introduction of GPS for fleet cars to reduce fuel usage
- Develop and implement an energy efficiency programme.
- Introduce a waste minimisation programme and re-use residual waste where possible.

### Policies and Targets

As well as implementing the initiatives mentioned above, we have developed an environmental policy and we are in the process of determining our target tCO<sub>2</sub>e/FTE number for 2009. This involves estimating the extent to which these initiatives will reduce our environmental impact. The Agriculture ITO has taken on the challenge of environmental sustainability with great passion and we expect this to be reflected in a substantial reduction in our tCO<sub>2</sub>e/FTE in the years to come.

# BALANCED SCORECARD

	Strategic Goal	Action Plans/Measures	
Shareholders	Lead company that ensures sustainable operations	<ul style="list-style-type: none"> <li>Standard Training Measures meet budget</li> <li>Operating company before predicted at 1-1%</li> <li>Income from holding per full time equivalent staff member (FTF)</li> <li>Total costs before predicted per Standard Training Measure</li> <li>Training cost per Standard Training Measure</li> <li>Corporate measured as a proportion of total costs</li> <li>Customer earned separate to Standard Training Measures</li> <li>Industry card location as a proportion of total revenue = 3.2%</li> <li>Environmental Company environmental carbon footprint testing - targets of 1.000 per FTF</li> </ul>	
	Use systems and processes support our business	<ul style="list-style-type: none"> <li>Lead time from confirmation of order to the delivery of learning materials</li> <li>Unqualified staffs reduction</li> <li>Credit enhancement vs. 1.5, 200 target</li> <li>Qualification completion vs. 3, 200 target</li> </ul>	
	Use productivity meet customer needs	<ul style="list-style-type: none"> <li>Percentage number of people per off-job training class</li> <li>Number of learners in training per full time equivalent staff member</li> <li>Number of people over in training</li> <li>Proportion of people studying at levels 4 and above</li> <li>Number of courses in off-job training</li> </ul>	
	Customers find us the easiest and value our training solutions	<ul style="list-style-type: none"> <li>Average customer satisfaction surveys within 10% of best in class customer satisfaction as in a Global industry (e.g. IBM, DHL)</li> <li>Cost of customer support recommended for 100% of employees</li> </ul>	
	Product management meets expectations	<ul style="list-style-type: none"> <li>Time taken for develop and launch of new qualifications from start to finish</li> <li>Time taken for review and update existing qualifications</li> </ul>	
	Community	Creating future leaders in the rural and urban areas	<ul style="list-style-type: none"> <li>Leadership development includes (Award for Success) (Award Based programme sponsored by U.K. Future Leaders, Entry Institute Future Leaders) customer focus, best support for other programmes</li> </ul>
		Support capable communities	<ul style="list-style-type: none"> <li>Financial support and regular programmes and events that encourage skill development, celebrate achievement and career progression, and engage with our local communities</li> </ul>
Finance	We are recognised as a desirable place to work	<ul style="list-style-type: none"> <li>Recruitment (including indirect costs)</li> <li>% change in turnover Head Office by Work centers</li> <li>Training class per recruitment</li> </ul>	
	We have well retain great staff	<ul style="list-style-type: none"> <li>Employee turnover rate vs. target 3.5%</li> <li>Average sick leave days vs. target 5.000 days</li> <li>Training investment in % payroll</li> </ul>	

2007 Result	2008 Result	2009 Target	Notes
100%	100%	100.0%	Annual Training Measure of the satisfaction of the participants in representation. This is the annual training required to achieve 100 percent of the total training for the year. The results reflect the total number of courses that were taken. The number of courses taken is a measure of the number of people actively participating and directly related to the training.
4.85%	4.94%	5.00%	
\$4,318	\$3,318	\$4,200	The cost of training is measured in the same manner as described in the previous development and training activities.
\$1,474	\$4,380	\$4,370	
\$7,294	\$5,106	\$7,174	A total of 100% of the total amount of training, which was the total amount of training, which was the total amount of training.
24.0%	23.5%	23.5%	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
20%	20%	20%	The number of courses taken is a measure of the number of people actively participating and directly related to the training.
24%	23%	23%	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
7	8.14	8	
N/A	8.87 days	1.0 days	
Y	Y	Y	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
151,449	150,171	150,000	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
1,963	2,144	4,100	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
9.1	9.6	10	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
111	141	136	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
1,170	1,070	Non-constant	The number of courses taken is a measure of the number of people actively participating and directly related to the training.
20%	20%	20%	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
1,083	1,043	1,100	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
81%	82%	80%	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
81%	81%	80%	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
N/A	8%	8 months	
11-13 months	12 months	8 months	
10 people	14	19	This investment has significant benefits for the participants' performance, including improved skills, increased learning, and better quality of work life, which is directly related to the training.
40 events	38	39	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
N/A	\$204,548	\$487,800	The number of courses taken is a measure of the number of people actively participating and directly related to the training.
10%	10%	Top 10%	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
1.2	5.1	1	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
23.54%	13.50%	10%	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
1.1	1.1	1.1	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.
4.23%	4.83%	4.83%	Annual Training Measure of the total amount of training, which was the total amount of training, which was the total amount of training.

**SECTION 2.D**  
**UNITED STATES: MASSACHUSETTS GENERAL HOSPITAL**  
**PERFORMANCE REPORT: DISCHARGE INSTRUCTIONS**

## Massachusetts General Hospital

### **Discharge Instructions (HF)**

#### **What are we measuring and why?**


MGH monitors the percentage of adult heart failure patients who received at discharge all appropriate instructions about their condition. National guidelines indicate that patient education helps to prevent further hospitalization. This education may include guidance on activity, diet, weight, follow-up, medicines, and worsening symptoms.

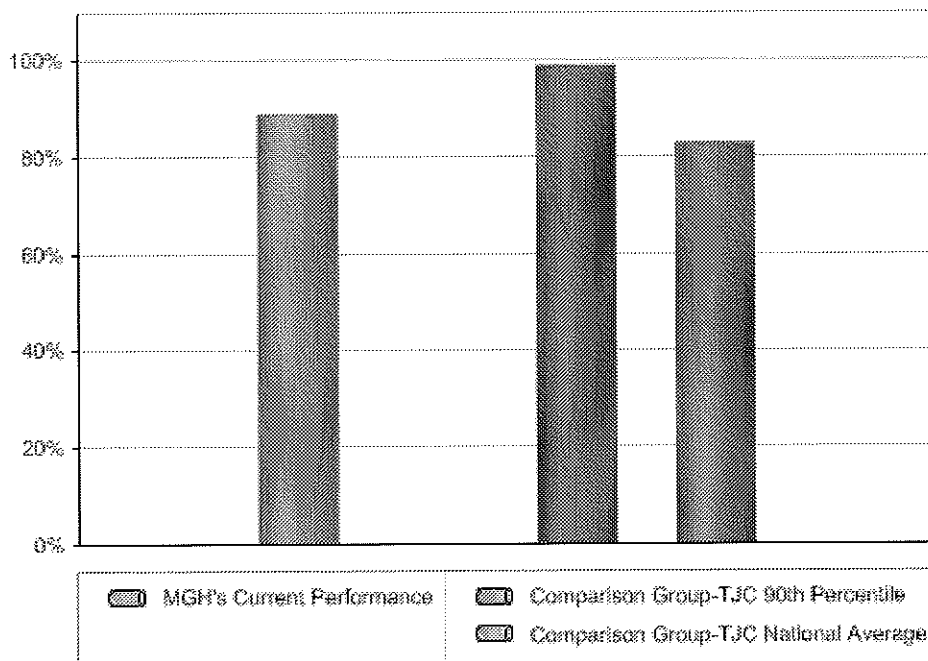
#### **How are we doing and how do we compare to best practice?**

MGH has steadily improved its performance in this area over the last year. In the most recent quarter, 89% of patients received appropriate discharge instructions, up from a low of 52% in the first quarter of 2006. Current performance is between the national average for all Joint Commission-accredited hospitals (83%), and our target of 99%.

- Current Scores

#### • **Scores Over Time**

-  Higher values are better performance



**MGH Source:** Hospital administrative data and chart review.

**Comparison Group Source:** CMS/TJC National Hospital Quality Measures.

**What are we doing to improve?**

We have used a number of approaches to improve adherence with this guideline including clinician to clinician education and reminders. Recently we implemented an automated electronic reminder, so that before a heart failure patient is discharged, the clinician is asked electronically and automatically whether discharge teaching has been done, thus reminding the clinician to provide the teaching and associated print materials if this activity hasn't yet taken place. These types of interventions are used selectively to improve the reliability with which the right care is delivered.

**What can you do?**

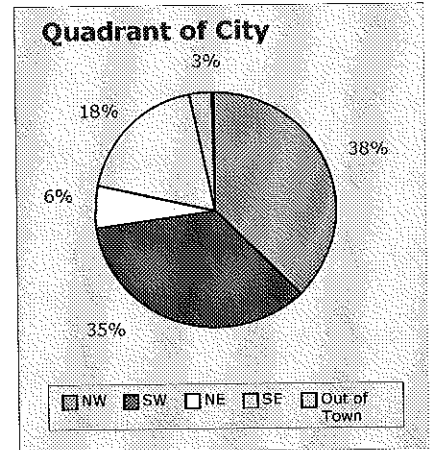
If you or a family member is hospitalized with heart failure, ask when you can expect to receive discharge instructions and when you will be able to ask any questions you may have about the guidance you receive. Adherence to medications, activity and diet are all important lifestyle practices that can help Congestive Heart Failure patients stay on track. You should also ask your physician whether there are any available services that can assist you or your family member in managing these lifestyle changes once out of the hospital.

**SECTION 2.E**  
**CANADA: CALGARY MEALS ON WHEELS**  
**2008 ANNUAL REPORT**

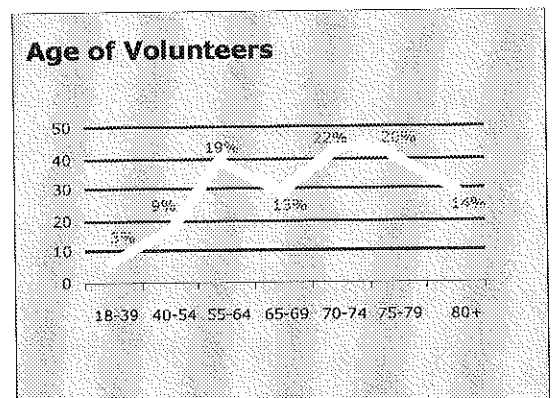
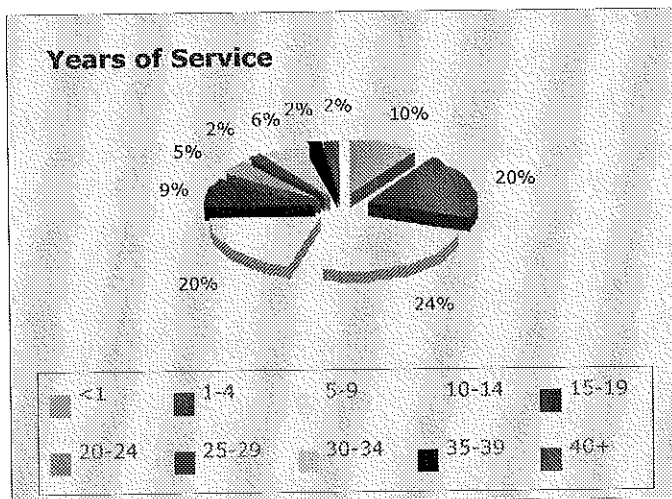
**APPRECIATING OUR VOLUNTEERS**

Integral to the service of Calgary Meals on Wheels is the gift afforded to us by hundreds of men and women who have chosen to give us their time, talents, and personal dedication.

With deep and abiding respect, the organization acknowledges the depth of our volunteers' contributions. By delivering meals and providing a special connection to each and every client visited, our volunteers exemplify *compassion in action* and uphold Calgary Meals on Wheels' Mission to improve the quality of life of the citizens we are privileged to serve.



**During 2008, 606 active volunteers contributed 44,625 hours of service.**



**Female: 56.0%**  
**Male: 44.0%**

**ADOPT-A-ROUTE PARTNERS**

**Corporate**

- ❖ Centron Group of Companies
- ❖ Hopewell Group of Companies
- ❖ IBM Canada
- ❖ Richardson Financial
- ❖ Shell Canada

**Church Groups**

- ❖ Advent Lutheran
- ❖ Foothills Lutheran
- ❖ Highwood Lutheran
- ❖ Holy Name Catholic
- ❖ Hope Lutheran
- ❖ Knox Presbyterian
- ❖ St. Bonaventure Catholic
- ❖ St. Laurence Anglican
- ❖ Varsity Acres Presbyterian

### ***2008 Outstanding Volunteer Service Award Recipients***

In appreciation of our volunteers' incredible gift, Calgary Meals on Wheels has established special recognition awards honouring volunteers nominated by their peers for their loyalty, caring and outstanding service.

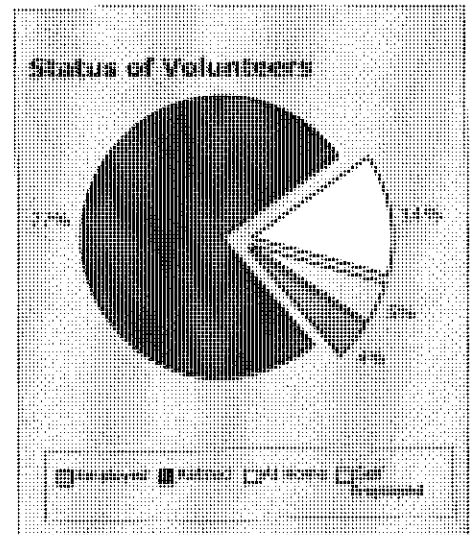
The 2008 recipients of this award were:

Barbara Castle	June & Arch Dickson
Dorothy & Bill Girling	Laverna & Tedd Jennings
Peter Maitland	Mary Spence

### ***2008 Patricia Bourne Memorial Award Recipient: Barry Simpkins***

The late Patricia Bourne was President of CMOW from 1978 to 1981. In recognition of her volunteer commitment to the organization, and in her memory, the Bourne family established a fund to enable CMOW to hold a spring luncheon to honour volunteers and present an annual award in her name to a volunteer who has made an exemplary contribution to CMOW.

The organization's highest honour was presented to Mr. Barry Simpkins at the April 2008 Volunteer Appreciation Luncheon. Nominated by his fellow volunteers in 2007, Barry has been a very committed volunteer, always bringing to the client a friendly smile, a genuine helping hand and warm conversation. According to Barry, Tuesday is a highlight in his week because it is his delivery day.



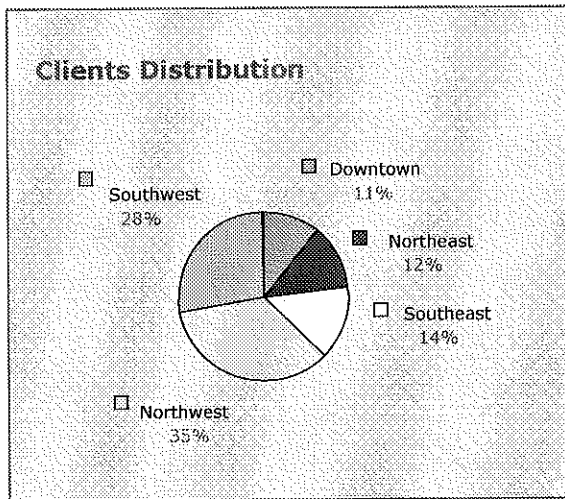
Through a variety of roles, Barry has given more than 2,700 hours of service over the past nine years. He served on the Board for six years on numerous committees and chaired the Plant Relocation Steering Committee, leading the major initiative to acquire the new site. After retiring from the Board, he continued to serve as a valued member of the Project Relocation Steering Committee and the Bylaws Committee.

Barry contributes time and skills to fundraising events, such as casinos and Safeway *Because We Care* campaigns. He shares his talents in public awareness initiatives, including television and Spanish radio interviews. He truly has given extraordinary service, commitment, support and leadership to this organization.

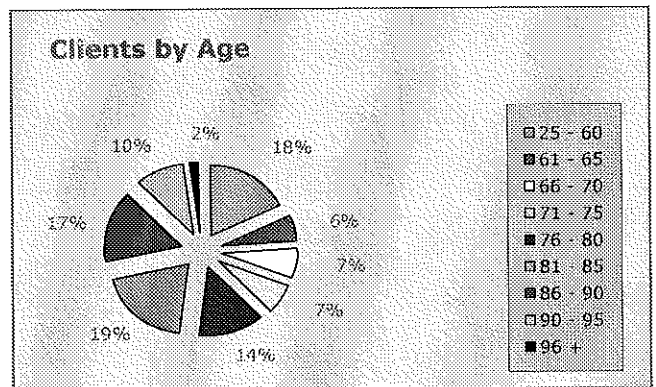
Congratulations, Barry!!!

**CLIENTS SERVED**

In 2008, Calgary Meals on Wheels prepared, packaged and delivered a variety of regular and special diet meals, averaging **1822 meals per day**:

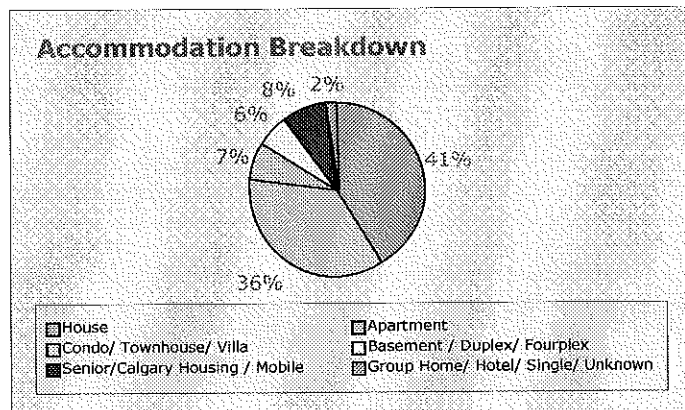


**Standard Service**



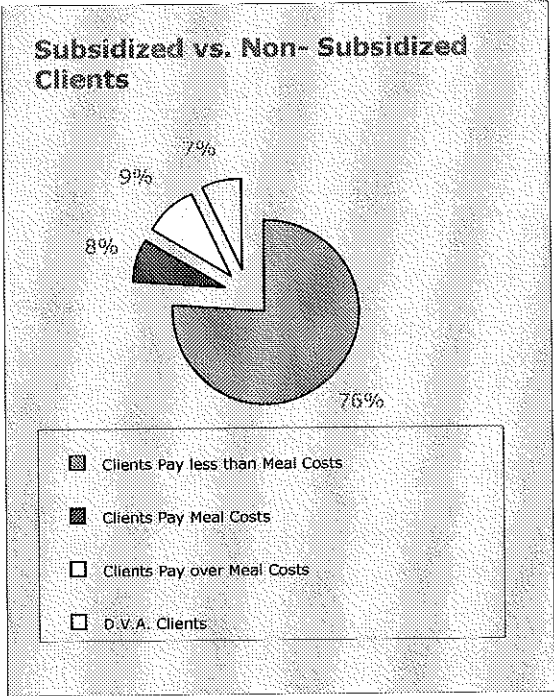
**Including**

- ❖ 306,281 standard service meals to clients home
- ❖ 54,216 bag lunches to the Calgary Drop-In Centre for the working homeless
- ❖ 48,816 servings of hot hearty soup to more than 920 children in 9 elementary schools during the school year
- ❖ 24,410 Magic Meals, easy to warm up frozen dinners
- ❖ 4,063 Chopsticks on Wheels
- ❖ 2,465 Food & Fellowship and 152 Food & Caring meals
- ❖ Ad hoc meals to agencies or groups, such as *Aventa*, *Alpha House* and *Inn From The Cold*.



Calgary Meals on Wheels is a vital and unique service because:

- ✦ we prepare the nutritious healthy tasty meals in our own kitchen
- ✦ we are able to accommodate special diets such as diabetic, celiac and renal
- ✦ our volunteers provide daily door-to-door delivery of the meals
- ✦ our clients pay according to their income
- ✦ our clients do not need a referral



Because of our service, clients can stay in their homes, remain a part of their community, avoid malnutrition, and minimize their use of our overly burdened health care system.

We are helping our clients preserve their health, well-being, and independence, and offering their families peace of mind.

**SECTION 3.A**  
**AUSTRALIAN GOVERNMENT: AUSTRALIAN NATIONAL AUDIT OFFICE**  
**ANNUAL REPORT 2007-8**  
**(SECTION 3: REPORTING ON PERFORMANCE)**

# 3 REPORTING ON PERFORMANCE

*This section presents the scorecard from our Portfolio Budget Statements and Business Plan and also describes the performance of our three Output Groups namely: Output Group 1 – Performance Audit Services; Output Group 2 – Information Support Services; and Output Group 3 – Assurance Audit Services.*

## Performance overview

Our Scorecard provides an overview of performance based on the performance information contained in the 2007–08 Portfolio Budget Statements (PBS) and our 2007–08 Business Plan.

The performance measures that relate to the three output groups are quantitative in nature and are essentially concerned with issues of efficiency and productivity in delivering audit products. The measures relate primarily to quantity, timeliness and cost.

The outputs' contributions to the achievement of our outcomes are also discussed. These sections relate primarily to the impacts (outcomes) that our outputs have on the Parliament, public sector entities and public sector administration in general. Both quantitative and qualitative measures are used to assess the performance.

This approach provides an understanding of the link between our products (outputs) and their resulting impacts (outcomes).

### Portfolio Budget Statements Scorecard 2007–08

Whole of ANAO		Target	Actual
1	Parliament acknowledges the value of the ANAO contribution.	90% value role of ANAO	93% of Parliamentarians surveyed expressed satisfaction with ANAO products and services. <sup>1</sup>
2	Public sector entities acknowledge the value added by ANAO products and services.	90% value role of ANAO	Assurance Audit Services 90% <sup>2</sup> Performance Audit Services 79% <sup>3</sup>
3	The JCPAA's general satisfaction with the overall quality, timeliness and coverage of our products and services.	High standard of satisfaction	JCPAA survey responses indicate a very high level of satisfaction with ANAO's work. <sup>1</sup>
	<b>Output Group 1: Performance audit services</b>	<b>Target</b>	<b>Actual</b>
4	Number of performance audit reports to be produced.	51	44 <sup>4</sup>
5	Percentage of audit recommendations supported by the JCPAA and other Parliamentary Committees.	90%	JCPAA Report No 412 was not tabled in financial year 2007–08.
6	Percentage of audits where public sector entities acknowledge the value added by the audit.	90%	93% of audit recommendations were agreed in full.
7	Quality assurance results indicate all reviewed audits meet ANAO Auditing Standards.	100% of reviewed audits	100%
8	Full costs of audit products and services are recorded and reported.	100%	100%

Output Group 2: Information support services		Target	Actual
9	Number of client seminar series.	2	5
10	Number of better practice guides to be produced.	4	4
11	Seminar topics meet the needs of participants.	75% satisfaction level.	95% of those who provided feedback indicated the seminars met their objectives and that the course content was useful.
Output Group 3: Assurance audit services		Target	Actual
12	Number of financial statement audit opinions to be issued.	240	237 <sup>5</sup>
13	Number of financial statement related report products to be produced.	2	2
14	Number of other audit opinions/ reviews.	2	1 <sup>5</sup>
15	Timeliness of issuing financial statement audit opinions.	100%	86% issued on the day or within two working days of signing the financial statements. <sup>6</sup>
16	Percentage completed in accordance with agreed timeframes (financial statements).	100%	76% <sup>7</sup>
17	Quality assurance results indicate all reviewed audits meet ANAO Auditing Standards.	100%	Quality assurance completed. Results have highlighted greater attention is required to demonstrate compliance with the auditing standards, particularly in relation to documenting audit work.
18	Full costs of audit products and services are recorded and reported.	100%	100%

## Notes:

1. Parliamentary Survey, May 2005 (next survey due for completion second half of 2008).
2. AASG Client Survey, March 2008.
3. PASG Client Survey as at August 2008. The results of this survey are being evaluated.
4. Includes Business Support Process and Protective Security Audits. The reasons for this shortfall include: the redirection of resources to higher priority activities such as the major Defence capital equipment projects, the need to allocate extra resources to complete major undertakings such as the performance audit of the Regional Partnerships Program and the need to divert resources from the Performance Audit Program to respond to requests by Ministers or Parliamentarians for the review of matters of immediate concern; and a higher than anticipated level of staff turnover.
5. The actual number of audit opinions is dependent on the number of entities subject to audit which, in turn, is dependent on legalisation and government decisions.
6. Our objective is to issue the audit opinion on the same day as the signed financial statements are received by the ANAO. However, closure within two days is considered acceptable. We continue to work with entity CFO's to improve this result.
7. Performance under this indicator is the responsibility of entities, however, we continue to work closely with entity Audit Committees and CFIO's to improve this result.

## Business Plan Scorecard 2007–08

As well as the targets set in the Portfolio Budget Statements, our 2007–08 Business Plan included a number of additional targets, which are set out in the table below.

Activity	Target	Actual
1 Staff satisfaction is at an acceptable level.	>70%	67% <sup>1</sup>
2 Staff turnover is at an agreed level.	<18% turnover	30% <sup>2</sup> We operate in a highly competitive market for accounting skills. Recruitment and retention strategies and performance are closely monitored.
3 Public sector organisations acknowledge understanding and skills of ANAO staff through client satisfaction surveys.	90% of agencies agree that ANAO staff have the necessary understanding and skills to carry out the audit work.	Assurance Audit Services 91% <sup>3</sup>  Performance Audit Services 81% <sup>4</sup>
4 Professional development programs result in an improvement in the level of performance of staff.	Staff and supervisors acknowledge an improvement in the level of on-the-job training.	75% of surveyed staff indicated that the professional development they received helped them to improve their performance.  31% indicated the improvement was high to very high.  44% indicated a moderate improvement.
5 Staff acknowledge ANAO values and behaviours are exhibited in the workplace.	85% of staff considers that the ANAO values of respect, integrity and excellence are exhibited in the workplace.	An average of 79% of staff surveyed agreed that the ANAO values and behaviours are exhibited in the workplace. <sup>5</sup>
6 Implementation of Business Plan action items within agreed timeframes and standards.	100%	All projects have been completed or are ongoing activities.

Notes:

1. ANAO Staff Survey August 2008. The results of this survey are being evaluated. Emphasis is being placed on our learning and development and induction programs.
2. An ANAO wide target, which measures the number of staff leaving as a percentage of total ANAO staff.
3. AASG Client Survey March 2008.
4. PASG Client Survey as at August 2008. The results of this survey are being evaluated.
5. ANAO Staff Survey August 2008. The results of this survey are being evaluated. This issue will also feature in the delivery of our leadership program.

## Output Group 1

### Performance Audit Services

*This sub-section describes our audit themes and performance audit products and how they contribute to the work of the Parliament and public sector entities.*

Output Group 1 comprises performance audit reports and other audit and related products. The following summarises our performance in producing these outputs in 2007–08. Details of financial resources for performance audit services are set out in Tables 1 and 2 of this report.

#### Performance audits

*The Auditor-General Act 1997* (the Act) provides the Auditor-General with the authority to conduct, at any time, a performance audit of an agency, a Commonwealth authority or company, other than a Government Business Enterprise (GBE) or any of its subsidiaries. The Auditor-General may conduct a performance audit of a fully owned GBE or its subsidiaries if the responsible Minister, the Finance Minister or the Joint Committee of Public Accounts and Audit (JCPAA) request the audit.

The Act defines a performance audit as a ‘review or examination of any aspect of the operations of a body or person’. In accordance with accepted auditing practice, performance audits are an independent, objective and systematic examination of the operations of a body for the purposes of forming an opinion on whether:

- management of the operations is economical, efficient and effective;
- internal procedures for promoting and monitoring economy, efficiency and effectiveness are adequate; and
- improvements might be made to management practices (including procedures for promoting and monitoring performance).

Typically, performance audits examine governance arrangements, information systems, performance measures, monitoring systems and legal compliance. Audits are conducted in accordance with ANAO Auditing Standards. All performance audit reports are tabled in the Parliament.

In seeking to improve public administration, performance audits also identify better practices, which may then be incorporated into Better Practice Guides (BPGs) produced by the ANAO for dissemination throughout the Australian Government public sector. These guides are discussed under Output Group 2.

Because of the size, complexity and diversity of many Australian Government entities, a performance audit usually examines selected program activity. Cross-portfolio or cross-agency performance audits, which include business support process audits and protective security audits, examine the same issue or activity in a number of entities, and the findings and recommendations of these audits are likely to have application across other public sector entities.



PAS staff members, from left, Rosanne Lawrence, Charles Higgins and Anne Svarcas.

Audit topics are selected with two major considerations in mind:

- where an audit can be expected to add the greatest value in improved accountability, economy, efficiency or administrative effectiveness; and
- to ensure appropriate coverage of entity operations within available audit resources.

PAS staff members from left, Rosanne Lawrence, Charles Higgins, Anne Svarcas.

The Auditor-General may also undertake audits on request, for example, from the Parliament, ministers or parliamentarians. In the case of requests for reviews which are relatively straightforward, we are often able to respond to the relevant issues through normal correspondence rather than a formal report.

#### *Performance Audit Work Program*

Our Performance Audit Work Program is developed annually in consultation with the JCPAA and audited entities. The JCPAA also seeks and coordinates comments from other Parliamentary committees on the draft Audit Work Program. This process is to ensure that our audit products and outputs meet the needs of the Parliament and public sector bodies, and are in tune with the key risks and challenges facing the Australian Government in a rapidly changing environment.

Audit activity is planned having regard to risks; financial materiality; program significance; audit impact; visibility of the program; the extent of recent audit and evaluation coverage; and broad themes derived from the audit planning process. The performance audit themes identified in the 2007–08 *Planned Audit Work Program*<sup>5</sup> are set out below:

- governance (including whole of government initiatives, financial management, information system integrity, and compliance with policy and legislative requirements);
- administration of border security;
- program implementation;
- service delivery;
- grants administration; and
- the environment.

### Performance audit outcomes by theme

Each performance audit is summarised by theme in Appendix 4. A broad outline of the range of issues addressed under each theme is set out below, noting that audits may address more than one theme in the coverage of the issue.

#### *Governance*

The broad area of governance continues to be a major focus for performance audit activity. In 2007–08, a wide spectrum of topics were covered under this theme including for example: the National Cervical Screening Program; Australian Apprenticeships; whole of government indigenous service delivery arrangements; Pathology Quality and Outlays Memorandum of Understanding (MOU); Senate Order for Departmental and Agency contracts; taxation administration and management of related compliance risks; data integrity in the Child Support Agency; management of cost recovery; and Defence's compliance with the Public Works Committee approval process.

#### *Administration of border security*

Australia's border security arrangements involve a considerable number of functions and activities across a number of Australian Government entities. In 2007–08, audits under this theme included: electronic travel authority; Customs' container examination facilities; and Australia's preparedness for a human influenza pandemic.

#### *Program implementation*

The delivery of many Australian Government programs involves the application of knowledge, skills, tools and techniques to a range of activities to meet specified project requirements and outcomes. The audit on the administration of building certification of residential aged care homes was carried out under this theme in 2007–08.

<sup>5</sup> Available from the ANAO's website <http://www.anao.gov.au>.

### *Service delivery*

An ongoing objective for a number of Australian government entities is to provide a diverse range of high quality and cost effective services that meet the ever-increasing expectations of the Parliament, government and the community. In 2007–08 audits carried out under this theme included: the implementation of Centrelink’s proof of identity framework; Australian Taxation Office’s administration of Australian Business Number registrations; accuracy of Medicare claims processing; management of Australian Public Service recruitment; and management of national assets.

### *Grants administration*

Many Australian government entities administer significant grants program funding to a wide variety of public and private sector recipients and effective program management represents an important service to the community. Audits carried out under this theme in 2007–08 included: Australian Technical Colleges Program; Regional Partnerships Program; Automotive Competitiveness and Investment Scheme; Australian Rail Track Corporation; Tasmanian Forest Industry Development and Assistance Programs; and Parent Schools Partnerships Initiative.

### *Environment*

Environmental issues continue to be matters of widespread interest. The audit of the Regional Delivery Model for the Natural Heritage Trust and the National Action Plan for Salinity and Water Quality was carried out under this theme in 2007–08.

### *Inclusion of agency comments in audit reports*

Maintaining a relationship of professional co-operation with the audited agency during an audit is of crucial importance to the ANAO. To facilitate this, we consult fully with agencies during the planning stages, provide early information on the audit approach and objectives, maintain open and regular communication with the agency, and advise audit conclusions and proposed recommendations as soon as practicable. In addition, under section 19 of the Act, the Auditor-General provides a copy of the proposed report to the audited agency. If the recipient of the proposed report gives written comments to the Auditor-General within 28 days of receiving the report, the Auditor-General must consider them before preparing a final report.

In its Report 386 *Inquiry into the Auditor-General Act 1997*, tabled in September 2001, the JCPAA recommended a number of amendments to the Act. One recommendation was that the Auditor-General include agency comments on a proposed report in full in the final report. The Government agreed to this recommendation. Although there have been continuing delays in introducing amending legislation into the Parliament, we continue the practice that commenced in 2005–06 of including agency comments in full in our reports.

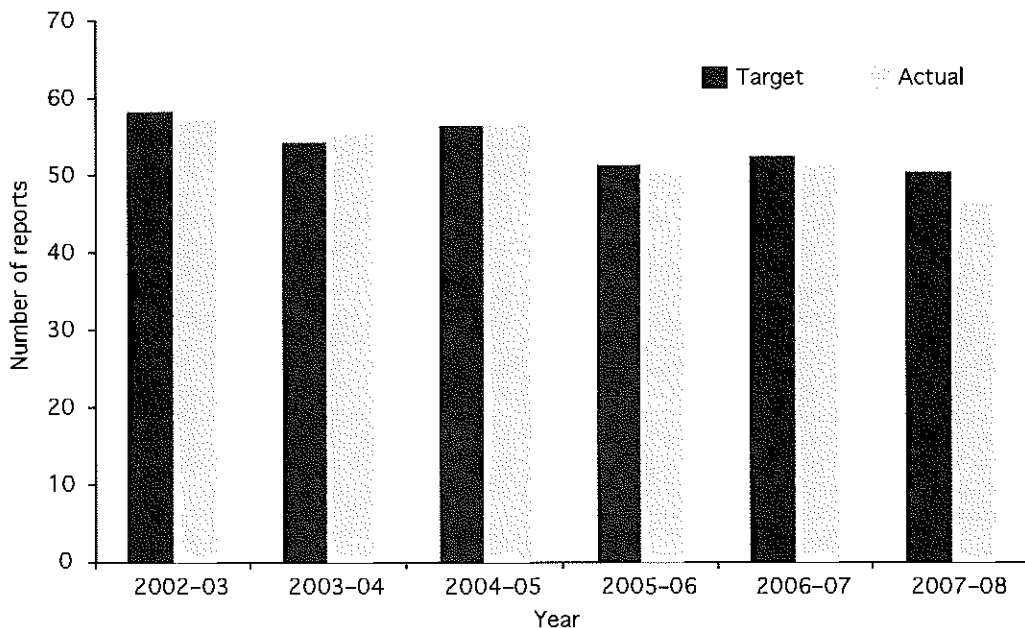
## Performance

The primary performance measures for this output relate to the number of reports produced and their cost and quality. Quality targets for performance audit reports are set out in the PBS and our Business Plan and reported in the ANAO Scorecard.

### *Number of reports*

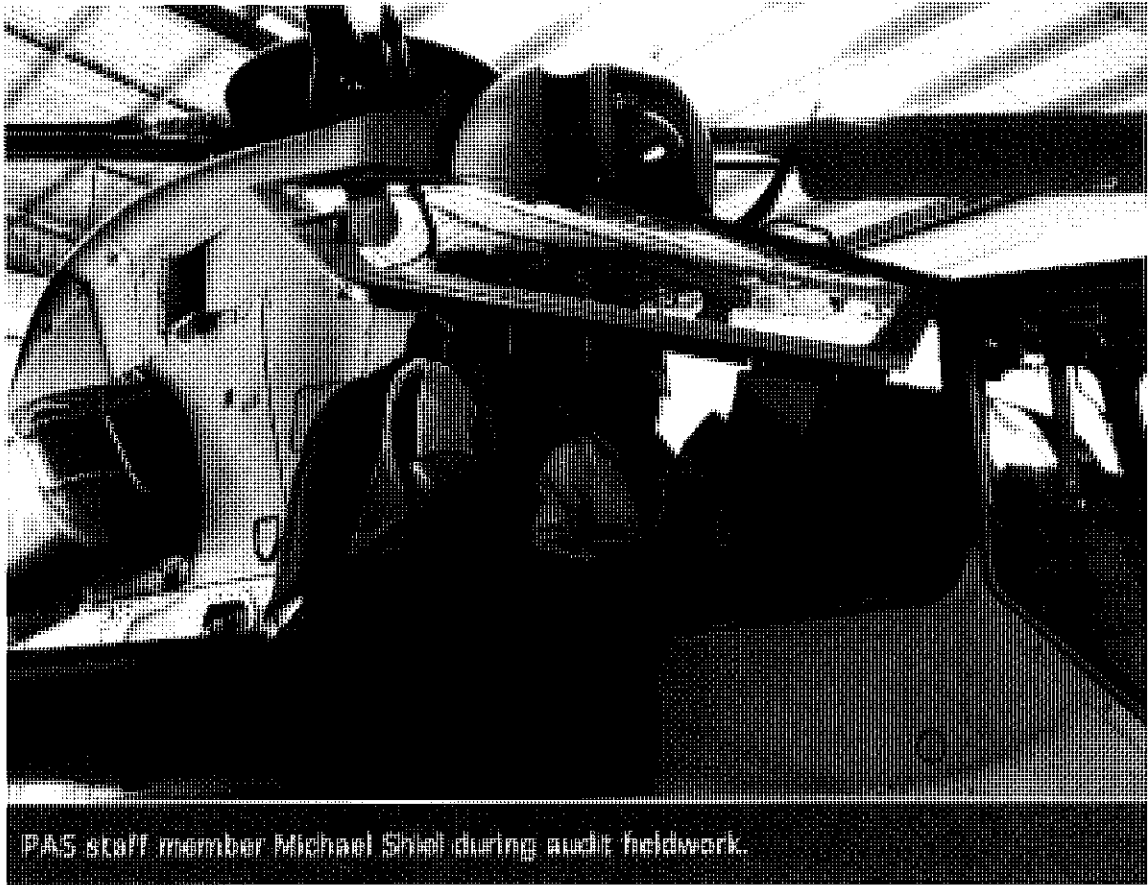
For 2007–08, we tabled 44 performance audit reports against a target of 51. We did not meet our target this year due to the need to redirect resources to higher priority activities such as the major Defence capital equipment projects initiative, the need to allocate extra time to complete major undertakings such as the performance audit of the Regional Partnerships Program, and the need to divert resources from the Performance Audit Program to respond to requests by Ministers or Parliamentarians for the review of matters of immediate concern; and a higher than anticipated level of staff turnover. Figure 3 shows the number of performance audit reports produced under this output over the past six years.

Figure 3: Number of performance audit reports



### *Performance measures*

The primary performance measures for this output relate to the number of audits completed, timeliness and resource usage. Measures of quality are discussed under 'Contribution to Outcomes'.



#### *Average timeframes and costs*

The average time taken to complete a performance audit report was 11.4 months, with a range from 6.8 to 21.4 months. (In 2006–07, 12.3 months with a range from 5 to 24 months). The average cost (including overhead allocation) was \$ 0.394 million with a range from \$0.13 million to \$1.2 million (In 2006–07 \$0.368 million with a range from \$0.170 million to \$0.665 million).

#### *Cost of performance audit services*

Performance audit services consumed \$23.701 million in 2007–08 (\$21.724 million in 2006–07).

#### *Other audit-related products*

We publish a comprehensive annual audit work program each July. The work program provides a portfolio level view of currently underway, potential and reserve audit topics. While not all audits listed will be commenced, the publication does assist agencies by providing a clear indication of our areas of interest.

### *Planned Audit Work Program 2008–09*

We developed the *Planned Audit Work Program 2008–09*<sup>6</sup> during the latter half of 2007–08. This work program was developed in consultation with the JCPAA and audited entities, and was provided to the Prime Minister, Leader of the Opposition, Ministers, Shadow Ministers, the JCPAA and agency heads. As mentioned earlier, the JCPAA takes the lead role in coordinating parliamentary input to the development of the program. The program outlines performance audits in progress at 1 July 2008 and lists performance audit topics from which audits for 2008–09 are selected. It also sets out in summary form the work programs intended to be undertaken under the other ANAO Output Groups, namely Assurance Audit Services and Information Support Services, which are discussed later in this report.

### Contribution to Outcome 1—improvement in public administration

Performance audit services are the primary contributor to our achievement of Outcome 1—*Improvement in public administration*. In turn, the extent to which the outcome is being achieved is largely gauged by consideration of performance audit outputs by the Parliament, as our principal stakeholder, and the client entities being audited.

Outcome 1 is measured through achievement of performance objectives and survey results designed to provide an overall picture of the contribution that our products and services make to the Parliament and public sector entities. Key performance information is presented in the ANAO Scorecard. The scorecard result is supported by other performance information discussed below.

### Contribution to the Parliament

The contribution of performance audit services to the work of the Parliament is measured, in part, by a review of comments in Parliamentary committee reports and at committee hearings. Parliamentary committee review of audit reports gives an impetus to entities in their implementation of audit recommendations, and to the overall improvement of public administration resulting from performance auditing. Committees continued to be supportive of audit conclusions and recommendations.

### *Joint Committee of Public Accounts and Audit*

The JCPAA reviews all audit reports and conducts public inquiries into selected audit reports. The ANAO assists the JCPAA in its review work by providing submissions and background information to Committee hearings.

<sup>6</sup> The Audit Work Program 2008–09 is on our website <<http://www.anao.gov.au>>.

The JCPAA held enquiries into a number of our audits during the year. The reports of this work had not been completed by 30 June 2008. The reports examined by the JCPAA in 2007–08 are listed below:

- Audit Report No.24 2006–07, *Customs Cargo Management Re-engineering Project*;
- Audit Report No.29 2006–07, *Implementation of the Sydney Airport Demand Management Act 1997*;
- Audit Report No.37 2006–07, *Administration of the Health Requirement of the Migration Act 1958*;
- Audit Report No.10 2007–08, *Whole of Government Indigenous Service Delivery Arrangements*; and
- Audit Report No.21 2007–08, *the Regional Delivery Model for the Natural Heritage Trust and the National Action Plan for Salinity and Water Quality*.

*Audits undertaken by formal request of the Parliament or Ministers or Parliamentarians*

There were four audits tabled during the year as a result of a formal request of the Parliament:

- Audit Report No. 14 2007–08, *Performance Audit of the Regional Partnerships Program* was conducted in response to a recommendation of the Senate Finance and Public Administration References Committee report into the Regional Partnerships and Sustainable Regions Programs.
- Audit Report No. 28 2007–08, *Defence's Compliance with the Public Works Committee Approval Process* was conducted at the request of the Joint Standing Committee on Public Works.
- Audit Report No.29 2007–08, *Parent School Partnerships Initiative* was conducted in response to a recommendation from the Senate Employment, Workplace Relations and Education References Committees report into indigenous education.
- Audit Report No.33 2007–08, *The National Capital Authority's Management of National Assets* was suggested by the Parliamentary Joint Committee on the National Capital and External Territories.

A summary of each audit is presented in Appendix 4.

## Contribution to public sector entities

Implementation of recommendations made in audit reports is not mandatory and agencies will therefore consider each recommendation on its merits. A major outcome from our performance audit work is improvement in management and administration of major Australian Government programs brought about by entities' acceptance and implementation of recommendations made in our audit reports. Performance audit reports also provide assurance to the Parliament about the way an area of public administration is being conducted.

During 2007–08, we produced a wide range of performance audits focussed on improvements to public administration. These audits not only had a direct impact on the specific area under review, but also provide opportunities for improvements for the broader public sector. For example Audit Report No. 14 2007–08, *Performance Audit of the Regional Partnerships Program* included recommendations aimed at achieving more effective and accountable governance arrangements for discretionary grants programs that involve Ministers making key decisions about projects which are to receive public funding. The audit reminded agencies of their key responsibility to advise Ministers of the statutory obligations that apply whenever considering whether to spend public money, and identified an opportunity for the financial framework to be improved by requiring the reasons for such decisions to be documented.

A key result of this and other reports focussed on the theme of grants administration, such as Audit Report No. 26 2007–08 *Tasmanian Forest Industry Development and Assistance Programs*, has been to improve grants administration more generally across the Public Sector. These audits have resulted in increased attention to grants programs drawing on the lessons from such audits. To help sustain this impact, our 2008–09 program includes issuing an update of our Better Practice Guide on grants administration.

Other examples involving significant contribution to public administration include Audit Report No. 31 2007–08 *Management of Recruitment in the Australian Public Service* which outlined opportunities to adopt more strategic approaches to recruitment. Audit Report No. 32 2007–08 *Preparation of the Tax Expenditures Statement* identified opportunities for more complete and reliable reporting on the extent of tax concessions and other tax expenditures, with the aim of the Government and the Parliament being better informed about the impact of relief provided from Commonwealth taxes and charges, and being better positioned to make decisions relating to trade-offs between such relief and other Budget priorities.

### *Agreement to recommendations*

Improvements in administration, accountability and better service delivery are more likely to occur if the recommendations in performance audit reports are agreed by the audited entity at the time of the audit, and we make genuine efforts to achieve this result. However, disagreement will occur on some occasions and when this happens, agency comments are included in full in the final report.

For 2007–08, we made 143 recommendations in our audit reports to improve agency performance and accountability. These recommendations are sometimes presented in parts for clarity, such that it is possible to agree with parts of one recommendation and disagree with other parts. Of the 143 recommendations 133, (93 per cent) were fully agreed in all parts. The remaining 10, (7 per cent) were agreed but with some qualification.

This is a slight improvement compared with the 2006–07 result where 92 per cent of our recommendations were fully agreed and 7 per cent were agreed overall, but with some qualification. Two recommendations were not agreed in 2006–07.

### Client survey

After each performance audit report is tabled, feedback on the audit process is sought independently from the senior executive responsible for the audited program by means of a survey and an interview with the responsible manager. The completion of the survey is performed by a firm of consultants that is engaged by the ANAO, but is independent of the performance audit teams.

Based on a limited number of responses received for the 2007–08 reporting period<sup>7</sup> the consultancy firm reported a reduction in our performance compared with the results of the December 2006 survey reported in the 2006–07 Annual Report. In particular, there was a fall in auditees acknowledgment of the value added by ANAO products and services and perceived level of professional knowledge demonstrated by the ANAO audit teams. The results of this survey are being evaluated.

In terms of overall performance, agencies continued to rate our conduct of performance audits positively. Some key results are set out below:

- 81 per cent of respondents considered that the audit team demonstrated that they had the professional knowledge and audit skills required to conduct the audit; and
- 96 per cent of respondents valued the independent opinion expressed by the ANAO.

The results of the survey are an important guide to the effectiveness of existing practice and also in the development of new audit practices and approaches. The survey is therefore an important business tool for improving the quality and effectiveness of performance audit products and services.

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<sup>7</sup> These results cover 26 of the 46 audits tabled in 2007–08.

### *Quality assurance*

We continued our program of quality assurance reviews of selected performance audits in 2007–08. The objective of the Quality Assurance Review Program is to confirm performance audits are completed in accordance with the ANAO Auditing Standards and ANAO policy. The review of performance audits tabled in 2007–08 found that, across the audits examined, there was general compliance with these standards although there was room for improvement in documenting the fieldwork phase of performance audits and associated review of that fieldwork.

A peer review arrangement for performance audits involving the ANAO and the New Zealand Audit Office commenced in 2000. This review complements our quality assurance program with two performance audits from each Office reviewed every two years. This arrangement aims to strengthen performance audit practice at both Offices through providing constructive feedback and sharing better practices; this reflects a dual focus of compliance and adding value.

During the year the New Zealand Controller and Auditor-General reported the results of a review of two ANAO audits tabled in 2006–07. He reported that an overall strength of the ANAO, from the performance audits reviewed, is a robust process for conducting performance audits; he also reported good compliance with this process. The suggested areas for enhancement centred on the final presentation and readability of audit reports. These suggestions, together with the quality assurance findings, are taken into account during ongoing review of performance audit practice.

**SECTION 3.B**  
**TASMANIA DEPARTMENT OF EDUCATION**  
**TASMANIA'S EDUCATION PERFORMANCE REPORT 2008**  
**(GOVT SCHOOLS)**

# Tasmanian Education Summary – Government Schools

Priority Area	Measure Category	Measurement	Current (2008)	Previous 3 Years (2005-07)	Achievement Improvement	Overall Progress
<b>Early Years</b>	Readiness for school	Percentage of Kindergarten students achieving expected outcomes	76.8	74.4	High	Trend Up
	Early literacy	Percentage of Prep students achieving expected outcomes	85.1	83.3	High	Trend Up
	Early numeracy	Percentage of Prep students achieving expected outcomes	84.6	83.9	High	Trend Up
<b>Literacy and Numeracy #</b>	Literacy testing	Percentage of Years 3, 5, 7 and 9 students achieving expected outcomes	92.4	NA	Intermediate	NA
	Numeracy testing	Index of gain for Years 3-5, 5-7, 7-9	24.4	24.1	Intermediate	Trend Up
<b>Student Participation</b>	Student attendance	Percentage of Years 3, 5, 7 and 9 students achieving expected outcomes	94.1	NA	Intermediate	NA
	Student retention	Index of gain for Years 3-5, 5-7, 7-9	24.3	24.2	Intermediate	Stable
<b>School Improvement</b>	School effectiveness	Rate of student attendance (%)	91.2	91.7	Intermediate	Trend Down
	Staff satisfaction	Rate of students retained Year 10 to Year 12 (apparent) (%)	61.8	63.7	Low	Trend Down
<b>Equity of Outcomes</b>	Parent satisfaction	Index of school effectiveness and improvement	70.8	65.8	Intermediate	Stable
	Student satisfaction	Index of staff general satisfaction	6.5	6.4	Intermediate	Stable
<b>Equity of Outcomes</b>	Indigenous equity	Percentage of parents generally satisfied	90.9	85.4	High	Stable
	Socioeconomic equity	Index of parent satisfaction with reporting	78.0	72.2	Intermediate	Stable
<b>Equity of Outcomes</b>	Indigenous equity	Index of student general satisfaction	7.2	7.3	High	Stable
	Socioeconomic equity	Rate of staff attendance (%)	97.8	96.9	High	Trend Up
<b>Equity of Outcomes</b>	Indigenous equity	Percentage gap in students achieving expected outcomes *	7.4	9.7	High	Trend Up
	Socioeconomic equity	Index of equity of achievement by socioeconomic status *	10.3	10.6	Low	Stable

NA = No available data  
 # www.education.tas.gov.au/depr/reports/tasmanias-education-performance-report  
 \* A smaller value denotes greater equity  
 † Achievement is measured against the intermediate range (see in Regional Summary)  
 Note – The student retention (apparent) intermediate range is 70 to 80.

KEY: Overall Progress Categories

Improvement		
	Trend Up	Trend Down
Achievement	High	Stable
	Intermediate	Good
	Low	Acceptable
	Good	Issue
	Acceptable	Issue

# Regional Summary

Priority Area	Measure Category	Measurement	Intermediate Range	State Overall Progress	North				South					
					Current (2008)	Previous 3 Years (2005-07)	Achievement	Improvement	Overall Progress	Current (2008)	Previous 3 Years (2005-07)	Achievement	Improvement	Overall Progress
Early Years	Readiness for school	Percentage of Kindergarten students achieving expected outcomes	73 to 75		74.0	72.5	Intermediate	Stable	Acceptable	80.8	77.1	High	Trend Up	
	Early literacy	Percentage of Prep students achieving expected outcomes	81 to 83		84.7	81.9	High	Trend Up		88.2	83.5	High	Trend Up	
	Early numeracy	Percentage of Prep students achieving expected outcomes	81 to 83		85.4	84.5	High	Stable	Good	86.8	81.5	High	Trend Up	
Literacy and Numeracy #	Literacy testing	Percentage of Years 3, 5, 7 and 9 students achieving expected outcomes	90 to 95	NA	89.7	NA	Low	NA	NA	91.5	NA	Intermediate	NA	NA
	Numeracy testing	Percentage of Years 3, 5, 7 and 9 students achieving expected outcomes	92 to 97	NA	92.7	NA	Intermediate	NA	NA	93.0	NA	Intermediate	NA	NA
	Index of gain for Years 3-5, 5-7, 7-9	Index of gain for Years 3-5, 5-7, 7-9	20 to 25	Good	25.1	22.3	High	Trend Up		24.3	22.0	Intermediate	Stable	Acceptable
Student Participation	Student attendance	Rate of student attendance (%)	91 to 93	Issue	91.2	91.9	Intermediate	Trend Down	Issue	25.1	23.2	High	Stable	Good
	Student retention	Rate of students retained Year 10 to Year 12 (direct) (%)	55 to 59		47.6	49.2	Low	Stable	Issue	91.0	91.6	Intermediate	Trend Down	Issue
	School effectiveness	Index of school effectiveness and improvement	65 to 75	Acceptable	67.9	59.6	Intermediate	Trend Up	Good	57.6	59.8	Intermediate	Trend Down	Issue
School Improvement	Staff satisfaction	Index of staff general satisfaction	6.0 to 6.5	Acceptable	6.7	6.1	High	Trend Up		74.5	62.0	Intermediate	Trend Up	Good
	Parent satisfaction	Percentage of parents generally satisfied	83 to 89	Good	91.0	87.4	High	Trend Up		6.3	6.4	Intermediate	Stable	Acceptable
	Index of parent satisfaction with reporting	Index of parent satisfaction with reporting	72 to 82	Acceptable	76.6	80.7	Intermediate	Stable	Acceptable	92.8	90.9	High	Stable	Good
Equity of Outcomes	Student satisfaction	Index of student general satisfaction	6.0 to 6.5	Good	7.1	7.2	High	Stable	Good	78.5	82.7	Intermediate	Stable	Acceptable
	Staff attendance	Rate of staff attendance (%)	95 to 97		97.7	96.9	High	Trend Up		7.2	7.3	High	Stable	Good
	Indigenous equity	Percentage gap in students achieving expected outcomes *	16 to 26		6.4	12.7	High	Trend Up		97.9	97.0	High	Trend Up	
Socioeconomic equity	Index of equity of achievement by socioeconomic status *	8 to 10	Issue	9.1	8.9	Intermediate	Stable	Acceptable	11.5	11.0	Low	Stable	Issue	

NA = No available data  
 # www.education.tas.gov.au/dept/reports/basmanias-education-performance-report  
 \* A smaller value denotes greater equity

Priority Area	Measure Category	Measurement	Intermediate Range	State Overall Progress	North-West			South-East						
					Current (2008)	Previous 3 Years (2005-07)	Achievement Improvement	Overall Progress	Current (2008)	Previous 3 Years (2005-07)	Achievement Improvement	Overall Progress		
Early Years	Readiness for school	Percentage of Kindergarten students achieving expected outcomes	73 to 75		75.9	73.8	High	Stable	Good	76.4	72.6	High	Trend Up	
	Early literacy	Percentage of Prep students achieving expected outcomes	81 to 83		85.0	82.3	High	Trend Up		82.5	82.8	Intermediate	Stable	Acceptable
	Early numeracy	Percentage of Prep students achieving expected outcomes	81 to 83		83.5	81.4	High	Trend Up		82.4	82.9	Intermediate	Stable	Acceptable
Literacy and Numeracy #	Literacy testing	Percentage of Years 3, 5, 7 and 9 students achieving expected outcomes	90 to 95	NA	90.8	NA	Intermediate	NA	NA	90.3	NA	Intermediate	NA	NA
	Numeracy testing	Percentage of Years 3, 5, 7 and 9 students achieving expected outcomes	92 to 97	NA	93.4	NA	Intermediate	NA	NA	92.5	NA	Intermediate	NA	NA
	Index of gain for Years 3-5, 5-7, 7-9	Index of gain for Years 3-5, 5-7, 7-9	20 to 25	Good	23.7	21.9	Intermediate	Stable	Acceptable	24.5	20.7	Intermediate	Trend Up	Good
Student Participation	Student attendance	Rate of student attendance (%)	91 to 93	Issue	91.9	92.7	Intermediate	Trend Down	Issue	90.3	91.3	Low	Trend Down	
	Student retention	Rate of students retained Year 10 to Year 12 (direct) (%)	55 to 59		42.5	44.7	Low	Trend Down		47.4	50.2	Low	Trend Down	
School Improvement	School effectiveness	Index of school effectiveness and improvement	65 to 75	Acceptable	78.2	75.9	High	Stable	Good	60.9	52.3	Low	Stable	Issue
	Staff satisfaction	Index of staff general satisfaction	6.0 to 6.5	Acceptable	6.4	6.4	Intermediate	Stable	Acceptable	6.4	6.2	Intermediate	Stable	Acceptable
	Parent satisfaction	Percentage of parents generally satisfied	83 to 89	Good	90.4	88.5	High	Stable	Good	89.0	85.6	Intermediate	Trend Up	Good
	Student satisfaction	Index of parent satisfaction with reporting	72 to 82	Acceptable	77.2	80.7	Intermediate	Stable	Acceptable	80.5	78.6	Intermediate	Trend Up	Good
	Staff attendance	Index of student general satisfaction	6.0 to 6.5	Good	7.3	7.3	High	Stable	Good	7.4	7.2	High	Stable	Good
Equity of Outcomes	Indigenous equity	Percentage gap in students achieving expected outcomes *	16 to 26		97.6	96.8	High	Trend Up		97.8	96.6	High	Trend Up	
	Socioeconomic equity	Index of equity of achievement by socioeconomic status *	8 to 10	Issue	7.4	5.7	High	Stable	Good	7.7	11.5	High	Trend Up	
					8.4	8.6	Intermediate	Stable	Acceptable	11.2	11.0	Low	Stable	Issue

NA = No available data

# www.education.tas.gov.au/depr/reports/tasmanias-education-performance-report

\* A smaller value denotes greater equity

# Explanation of Measurements

<b>Early Years</b>	
<p><i>Readiness for school</i> — Percentage of Kindergarten students achieving expected outcomes</p>	<p>This measure is the percentage of Kindergarten students achieving all 21 markers of the Kindergarten Development Check (KDC) by the end of the year. The KDC is an assessment administered by Kindergarten teachers during first and third term for the early identification of Kindergarten students at risk of not achieving expected developmental outcomes in three areas—physical, social and cognitive.</p> <p><i>Comparative data:</i> Tasmanian historical reference</p>
<p><i>Early literacy and numeracy</i> — Percentage of Prep students achieving expected outcomes</p>	<p>This measure is the percentage of Prep students achieving a set score by the end of the year. The score is determined using the Performance Indicators in Primary Schools (PIPS) test. PIPS is an assessment of early literacy and numeracy for Prep students used in several Australian states and territories. It is administered in Tasmania at the beginning and end of the year for each Prep student.</p> <p><i>Comparative data:</i> Tasmanian historical and national reference</p>
<b>Literacy and Numeracy</b>	
<p><i>Literacy and numeracy testing</i> — Percentage of Years 3, 5, 7 and 9 students achieving expected outcomes</p>	<p>This measure averages the percentage of students in Years 3, 5, 7 and 9 achieving at or above the national minimum standard in the reading and numeracy sections of the National Assessment Program – Literacy and Numeracy conducted in May each year.</p> <p><i>Comparative data:</i> National reference</p>
<p><i>Literacy and numeracy testing</i> — Index of gain for Years 3–5, 5–7, 7–9</p>	<p>The literacy and numeracy indexes are the averages of three values which measure student improvement over time. These values are derived from the 2008 National Assessment Program – Literacy and Numeracy and the previous statewide Literacy and Numeracy Monitoring program, and measure how much students have improved in literacy and numeracy from Year 3 to 5, from Year 5 to 7 and from Year 7 to 9.</p> <p><i>Comparative data:</i> Tasmanian historical and national reference</p>
<b>Student Participation</b>	
<p><i>Student attendance</i> — Rate of student attendance (%)</p>	<p>This rate is the proportion of Prep to Year 10 students attending school each day, averaged over the course of the school year.</p> <p><i>Comparative data:</i> Tasmanian historical and national reference</p>
<p><i>Student retention</i> — Rate of students retained Year 10 to Year 12 (%)</p>	<p>The state measure is apparent retention, based on the total number of full-time equivalent students enrolled in Year 10 compared with those enrolled in Year 12 two years later. The regional measure is direct retention, based on tracing a student in Year 10 and determining if they are still attending a Tasmanian government school/college in the state in Year 12.</p> <p><i>Comparative data:</i> Tasmanian historical and national reference</p>

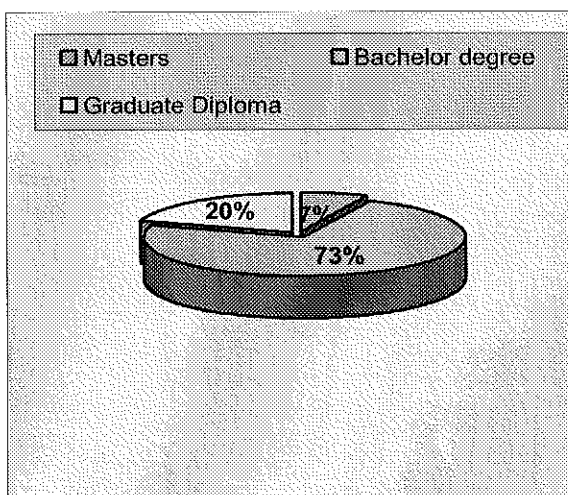
<b>School Improvement</b>	
<i>School effectiveness</i> — Index of school effectiveness and improvement	This index is an aggregation of a range of measures used to indicate aspects of school effectiveness and improvement. It is a complex measure anchored to 2006 data as a baseline for measuring improvement.  <i>Comparative data:</i> Tasmanian historical reference
<i>Staff satisfaction</i> — Index of staff general satisfaction	This index combines responses from multiple questions in the staff survey. The survey is designed to gauge staff opinion about school culture, colleagues, leadership, learning and students. From 2007, all Department of Education staff are invited to complete the survey each year; prior to 2007, the surveys were conducted on a three-year cycle.  <i>Comparative data:</i> Tasmanian historical and national reference
<i>Parent satisfaction</i> — Percentage of parents generally satisfied	This measure is the proportion of parents who reported general satisfaction in the parent survey. From 2007, random samples of parents from all schools are invited to complete the survey each year; prior to 2007, the surveys were conducted on a three-year cycle.  <i>Comparative data:</i> Tasmanian historical and national reference
<i>Parent satisfaction</i> — Index of parent satisfaction with reporting	This index is the proportion of parents who reported general satisfaction in response to survey questions about reporting student progress. From 2007, random samples of parents from all schools are invited to complete the survey each year; prior to 2007, the surveys were conducted on a three-year cycle.  <i>Comparative data:</i> Tasmanian historical and national reference
<i>Student satisfaction</i> — Index of student general satisfaction	This index combines responses from multiple questions in the student survey. The survey is designed to gauge student opinion about motivation, learning, behaviour, environment, connection to school and teaching. From 2007, random samples of students, Year 5 or above, in all schools are invited to complete the survey each year.  <i>Comparative data:</i> Tasmanian historical and national reference
<i>Staff attendance</i> — Rate of staff attendance (%)	This measure is based on staff sick leave information provided by schools. It represents the proportion of Department of Education staff attending work each day, averaged over the course of the school year. It does not include leave without pay, long service leave, maternity leave, recreation leave, workers compensation, State Service accumulated leave, carer's leave or long-term sick leave.  <i>Comparative data:</i> National reference
<b>Equity of Outcomes</b>	
<i>Indigenous equity</i> — Percentage gap in students achieving expected outcomes	This measure is the average percentage point gap between non-Indigenous and Indigenous students in achievement of expected standards in reading and numeracy tests. From 2008, the expected standards are the national minimum standards for Years 3, 5, 7 and 9, replacing previous years' benchmarks for Years 3, 5 and 7. A smaller value denotes greater equity.  <i>Comparative data:</i> National reference
<i>Socioeconomic equity</i> — Index of achievement relative to socioeconomic status	This index is the slope measuring the effect of socioeconomic status on literacy and numeracy scores. A smaller value denotes greater equity. Reference values are related to national data from NAPLAN 2008, and to data from PISA 2006, 2003 and 2000, an international education project.  <i>Comparative data:</i> National reference

**SECTION 3.C**  
**CALLIOPE STATE SCHOOL**  
**2008 ANNUAL REPORT**

## Our staff profile

### Qualifications of all teachers

Highest level of attainment	Number of classroom teachers and school leaders at the school
Masters	2
Bachelor degree	22
Graduate Diploma	6



### Expenditure on and teacher participation in professional development

- The total funds expended on teacher professional development in 2008 was \$8440.91.
- The major professional development initiatives are as follows:
  - ICTs including iTeam meetings facilitated internally, Pedagogical Licence and ICT Certificate, Teamboard and Easiteach training,
  - Nonviolent Crisis Intervention,
  - Leadership including QASSP Conference, Regional Conference, and Principal's Business meetings.
- The involvement of the teaching staff in professional development activities during 2008 was 96%.

### Average staff attendance

- For permanent and temporary staff and school leaders the staff attendance rate was 97% in 2008.

### Proportion of staff retained from the previous school year.

- From the end of the 2007 school year, 100% of staff were retained by the school for the entire 2008 school year.

## Performance of our students

### Student attendance

The average attendance rate as a percentage in 2008 was 93%.

### Key outcomes

National Assessment Program – Literacy and Numeracy (NAPLAN) results - our reading, writing, spelling, grammar and punctuation, and numeracy results for the Years 3, 5, 7 and 9.

Domain	Measures	Yr 3	Yr 5	Yr 7
Reading	Average score for the school	343	447	523
	Average score for Queensland	371.1	466.1	528.1
	For the school the percentage of students at or above the national minimum standard.	2008 86%	81%	91%
Writing	Average score for the school	385	463	544
	Average score for Queensland	391.8	468.9	522.7
	For the school the percentage of students at or above the national minimum standard.	2008 95%	87%	94%
Spelling	Average score for the school	342	455	544
	Average score for Queensland	366.7	462.0	528.0
	For the school the percentage of students at or above the national minimum standard.	2008 85%	85%	94%
Grammar and Punctuation	Average score for the school	339	469	532
	Average score for Queensland	370.4	476.6	518.0
	For the school the percentage of students at or above the national minimum standard.	2008 85%	89%	92%
Numeracy	Average score for the school	344	454	536
	Average score for Queensland	367.9	458.2	539.0
	For the school the percentage of students at or above the national minimum standard.	2008 90%	92%	98%

### Results in the Year 2 Diagnostic Net

	Percentage of students not requiring additional support
Reading	86%
Writing	89%
Number	89%



## Performance of our students

### Value added

The measures for student achievement changed from 2007 to 2008, so the data is not directly transferable. The following trends over the past three years are however, of particular note –

In 2006 and 2007, between 72% and 89% of students in years 3, 5 and 7 achieved above the national benchmark. A focus on numeracy teaching in 2008, saw 90% of year 3 students, 92% of year 5 students and 98% of year 7 students achieve at or above the national minimum standard. Average Numeracy scores remain slightly below the average scores for Queensland and a focus on numeracy teaching continues in 2009.

Reading scores for years 3, 5 and 7 have been lower than average scores for Queensland for the past three years, with a pattern emerging of the greatest negative difference being in year 5. A focus on reading is a key strategy for 2009.

Writing standards have been maintained across the three year period with between 94% and 100% of students achieving above the national benchmark (2006 and 2007) or at or above the national minimum standard in all but one instance. In 2008, 87% of year 5 students achieved at or above the national minimum standard, however the average scores of 463 being comparable with the average Queensland score of 468.9.

### Parent, student and teacher satisfaction with the school

In 2008, 95.4% of students and 79.1% of parents were satisfied that Calliope State School is a good school, with 92.1% of staff responding that this is a good school in which to work.

79.2% of parents and 90.7% of students were satisfied that students are getting a good education at this school.

**SECTION 3.D**  
**STEERING COMMITTEE FOR THE REVIEW ON GOVERNMENT SERVICE**  
**PROVISION**  
**2009 REPORT ON GOVERNMENT SERVICES**

- 
- the average number of hours that prisoners spend outside of their cells while they serve their prison sentences, which is another indicator of the provision of a safe, secure and humane custodial environment
  - the ratio of hours of community work ordered to hours worked, which is an indicator of the effective administration of the community corrections system
  - the levels of participation by prisoners in accredited education courses and employment in prison, which are indicators of the opportunity for prisoners to develop skills that will improve their ability to make a successful transition back into the community at the completion of their sentence.

Indicators are under development regarding the delivery of structured, targeted, offence-focussed programs for prisoners and offenders, such as sex offence treatment programs and violent offence treatment programs.

### **Selected indicators of the justice system**

The rate of return — the extent to which persons entering the justice system return to the justice system — is an indicator of the success of the justice system in achieving the stated outcome of reducing the incidence of unlawful activity. There are no data from police or courts on rates of return, so the only data reported here relating to the criminal justice system are sourced from corrective services agencies.

#### *Rates of return to the criminal justice system*

The extent to which persons who have had contact with the criminal justice system are re-arrested, re-convicted or receive further sentences can be viewed as a partial indicator of the success of the criminal justice system in achieving the objective of improving public safety by reducing the incidence of crime.

Comprehensive and nationally comparable data on persons returning to the criminal justice system are currently only available for persons discharged from corrective services custody or supervision — nationally comparable data are not currently available for the rate of persons re-arrested or re-convicted following completion of either a correctional or a non-correctional sanction.

This Report includes rates of return to corrective services within two years of discharge from prison or community corrections for:

- prisoners discharged from an adult prison following a term of imprisonment
- offenders discharged from adult community corrections supervision following completion of their order(s) or supervision requirements.

These return rates are not weighted in any way to account for the nature of the re-offence — for example, a return to prison for a traffic offence is counted in the same manner as a return for a more serious offence such as armed robbery. Nor do the return rates take into account any further:

- arrests
- convictions for re-offending that lead to outcomes that are not administered by corrective services, for example, fines
- corrections sanctions for a repeat offender who has previously been sentenced to only non-correctional sanctions, for example, fines.

#### *Rate of return — prisoners*

Two indicators of ‘rate of return’ are reported for prisoners (table C.1):

- percentage of prisoners returning to prison under sentence, within two years of release
- percentage of prisoners returning to corrective services (either prison or community corrections) within two years of release.

The most recent data on the rate of return to corrective services that is available for this Report relate to prisoners released during 2005-06. The ACT did not report on either indicator, because the majority of full-time prisoners sentenced in the ACT are held in NSW prisons.

**Table C.1 Prisoners released during 2005-06 who returned to corrective services with a new correctional sanction within two years (per cent)<sup>a</sup>**

	<i>NSW</i>	<i>Vic</i>	<i>Qld</i>	<i>WA</i>	<i>SA</i>	<i>Tas</i>	<i>ACT</i>	<i>NT</i>	<i>Aust</i>
Prisoners returning to:									
— prison	43.0	35.6	33.6	37.1	33.2	36.0	..	44.8	38.2
— corrective services <sup>b</sup>	45.2	42.4	42.0	44.7	44.7	42.5	..	48.3	44.0

<sup>a</sup> Refers to all prisoners released following a term of sentenced imprisonment including prisoners subject to correctional supervision following release, i.e. offenders released on parole or other community corrections order. <sup>b</sup> Includes a prison sentence or a community corrections order. .. Not applicable.

Source: State and Territory governments (unpublished).

Table C.2 provides a time series on the proportion of prisoners released who returned to prison under sentence within two years. Nationally, 38.2 per cent of prisoners released in 2005-06 returned to prison within two years, a decline from 39.1 per cent in 2003-04.

**Table C.2 Prisoners released who returned to prison under sentence within two years (per cent)<sup>a</sup>**

	<i>NSW</i>	<i>Vic</i>	<i>Qld</i>	<i>WA</i>	<i>SA</i>	<i>Tas</i>	<i>ACT</i>	<i>NT</i>	<i>Aust</i>
2003-04	42.9	40.1	34.1	38.2	33.0	39.1	..	40.4	39.1
2004-05	43.5	38.4	30.6	40.6	35.1	37.7	..	44.2	38.8
2005-06	43.3	36.5	27.6	40.3	31.0	37.2	..	46.4	37.6
2006-07	43.8	36.2	28.7	38.2	32.8	37.1	..	44.6	37.6
2007-08	43.0	35.6	33.6	37.1	33.2	36.0	..	44.8	38.2

<sup>a</sup> Data for past years have been revised for some jurisdictions and Australian averages have been recalculated for all previous years.

Source: State and Territory governments (unpublished).

### *Rate of return — offenders*

Two indicators of ‘rate of return’ are reported for offenders who served orders administered by community corrections, including post-prison orders such as parole or licence:

- percentage of offenders returning to community corrections with a new order within two years of discharge
- percentage of offenders returning to corrective services (either prisons or community corrections) within two years of discharge.

Table C.3 provides data on offenders discharged from community corrections orders who returned with a new correctional sanction within two years. Victoria and the ACT did not report on either indicator for this Report. Nationally, of those offenders who were released during 2005-06, 17.5 per cent had returned with a new correctional sanction to community corrections by 2007-08.

**Table C.3 Offenders discharged from community corrections orders during 2005-06 who returned with a new correctional sanction within two years (per cent)**

	<i>NSW</i>	<i>Vic</i>	<i>Qld</i>	<i>WA</i>	<i>SA</i>	<i>Tas</i>	<i>ACT</i>	<i>NT</i>	<i>Aust</i>
Offenders returning to:									
— community corrections	18.5	na	12.1	22.8	14.1	16.1	na	16.4	17.5
— corrective services <sup>a</sup>	28.3	na	20.4	40.1	20.7	21.6	na	27.3	27.9

<sup>a</sup> Includes a prison sentence or a community corrections order. **na** Not available.

Source: State and Territory governments (unpublished).

**SECTION 4.A**  
**WORLD VISION AUSTRALIA**  
**ANNUAL REPORT 2007-8**  
**(2008 IN REVIEW)**

WORLD VISION  
AUSTRALIA

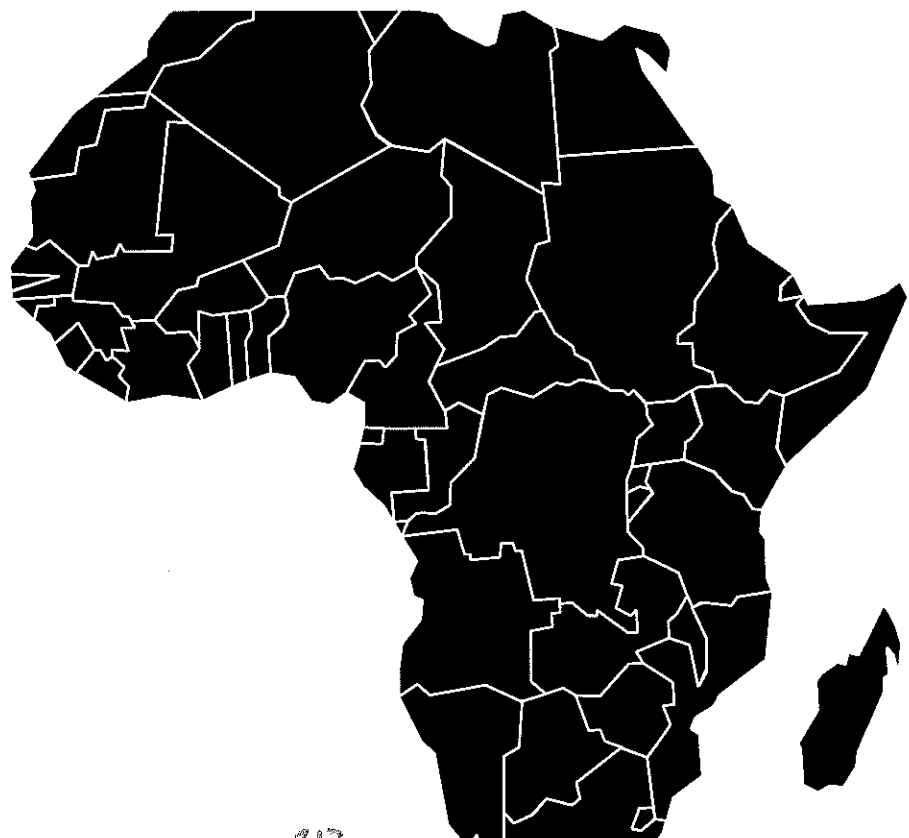
# 2008 Africa



**WORLD VISION  
AUSTRALIA  
ANNUAL REPORT  
2008**

	<b>2008</b>	<b>2007</b>
Number of people assisted in region	8.2 million	6.7 million
People assisted with emergency relief in region	2.3 million	1.7 million
Number of people receiving food aid (in partnership with UN World Food Programme)	1.2 million	0.5 million
Number of countries	22	26
Total projects in region	392	316
Number of children sponsored in region	188,813	190,778
Number of ADPs supported in region	113 (includes 19 Assessment and Design projects)	111 (includes 26 Assessment and Design projects)
Number of non-ADP projects in region	279 (including AusAID)	209
Number of AusAID projects	33	33

	<b>2008</b>	<b>2007</b>
<b>Total disbursed in region</b>	<b>\$104,487,622</b>	<b>\$106,170,947</b>
Cash:	\$73,820,438	\$67,830,833
Food and goods:	\$27,990,439	\$36,094,930
Project design and monitoring:	\$2,676,745	\$2,245,183



# 2008 Africa

Country	No. of projects 2008	No. of projects 2007
Africa (multi country projects)	8	7
East Africa (multi country projects)	4	3
Southern Africa (multi country projects)	5	3
West Africa (multi country projects)	2	1
Angola	Nil	1
Burundi	5	1
Chad	8	9
Democratic Republic of Congo	5	5
Eastern Democratic Republic of Congo	Nil	1
Ethiopia	33	28
Ghana	6	8
Kenya	34	36
Lesotho	15	8
Liberia	1	5
Malawi	22	13
Mauritania	2	2
Mozambique	17	15
Niger	Nil	1
Northern Sudan	19	8
Rwanda	17	16
Senegal	15	7
Sierra Leone	Nil	1
So'malia	16	13
South Africa	6	5
Sudan	17	9
Swaziland	21	10
Tanzania	26	23
Uganda	36	34
Zambia	28	28
Zimbabwe	24	22
<b>TOTAL</b>	<b>392</b>	<b>323</b>

## Key development challenges in this region include:

- Extreme poverty, with the largest proportion of people living on less than \$1 a day
- Increasing impact of environmental degradation, extreme weather conditions and climate change
- 50 million children across Africa will be orphaned and vulnerable as a result of disease, conflict and poverty by 2010
- Two-thirds of all people living with HIV reside in sub-Saharan Africa, and 21 million children have lost one or both parents to AIDS

## In 2008, we supported programs in Africa focusing on:

- Building stronger communities and enhancing livelihoods
- Peace, justice and governance
- Protection: the child and the community
- Improving health and responding to HIV and AIDS
- Promoting gender equality

### Here are some examples of our work in these focus areas during 2008:

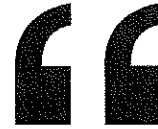
#### BUILDING STRONGER COMMUNITIES AND ENHANCING LIVELIHOODS

World Vision's **Southern Africa Food and Nutrition Program** is an innovative multi country response to complex food insecurity issues in southern Africa. The program integrates community-based activities into HIV-affected ADPs in **Swaziland, Lesotho** and **Malawi** to improve the survival and wellbeing of children under five and their families. The focus is on community capacity building to address the underlying causes of child malnutrition. The program promotes maternal health and child care, exclusive breastfeeding, child growth monitoring and improved household diets.

In **West Africa**, we have been involved in a regional **Natural Resource Management Program** which focuses on the connection between improving farmers' livelihoods and the environmental stabilisation needs of countries bordering the Sahara Desert. The program has helped farmers to adapt to and reverse desertification and soil depletion. At an international level we supported the development of national and cross-border alliances to garner improved policy and funding for sustainable farming and reforestation.

In **East Africa**, the **Horn of Africa Pastoralist Livelihoods Initiative** worked specifically to change the attitudes and behaviours of nomadic communities, rather than just implementing new farming techniques. Partner agencies have been trained to work with communities on peace building, nutrition and water and sanitation issues.

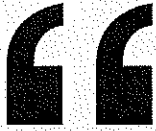
A pilot urban initiative focusing on **local economic development** has commenced in the Embo ADP, near Durban in **South Africa**. The initiative offers the community, government, private sector and non-profit organisations an opportunity to work together to encourage sustainable economic growth. The initiative targets systems, rather than just implementing individual projects. A recent participatory appraisal exercise identified the need to link informal economic activity with formal businesses and organisations in the area. The ADP is now facilitating an **Employment and Business Hub** to provide skills training and to serve as an employment agency and business directory.



THE FOCUS IS  
ON COMMUNITY  
CAPACITY BUILDING  
TO ADDRESS THE  
UNDERLYING  
CAUSES OF CHILD  
MALNUTRITION



ABDOU STANDS BY ONE OF HIS ACACIA TREES IN NIGER. ABDOU IS PARTICIPATING IN A WORLD VISION PROJECT AIMED AT REDUCING POVERTY AND DESERTIFICATION THROUGH INTEGRATED AGRO-FORESTRY FARMING SYSTEMS. HE SAYS THE MAIN BENEFITS FOR HIM AND HIS FAMILY FROM THE PROJECT IS THE WOOD HE HAS FOR HIS HOUSE AND IMPROVED MILLET PRODUCTION.



COMMUNITIES HAVE  
BEEN SUCCESSFUL  
IN MOBILISING  
THEIR OWN LABOUR  
AND RESOURCES  
TO CONSTRUCT  
CLASSROOMS AND  
MATERNITY WARDS



For additional examples, read the following case studies in our 2008 Annual Program Review:

- *Food security and malnutrition in Kenya: Rethinking the role of community-based organisations*
- *Post-conflict recovery: Maximising returnee knowledge. Yambio Rice Revitalisation Project*
- *Turning sponsorship activity into development process: Use of "Most Significant Change" in child sponsorship programs*
- *Carbon trading, community forestry and development: Potential, challenges and the way forward in Ethiopia*

#### PEACE, JUSTICE AND GOVERNANCE

During 2008, we continued to support the **Citizen Voice and Action** project in **Uganda, Tanzania, Zambia** and **Kenya** which focuses on social accountability tools for the poor. A recent evaluation of the program in Uganda demonstrated an increased level of awareness amongst citizens about their rights and entitlements. Communities have been successful in mobilising their own labour and resources to construct classrooms and maternity wards. They have also successfully advocated for and received additional teachers and health staff in line with national standards and entitlements.

World Vision Australia, in partnership with World Vision United Kingdom, has supported the development of the **World Vision Kenya advocacy unit**.

For an additional example, read the following case study in our 2008 Annual Program Review:

- *Healing, peace building and reconciliation in Rwanda: Rebuilding resilience and social networks*

#### PROTECTION: THE CHILD AND THE COMMUNITY

In **Rwanda**, we supported the establishment of community groups to provide for the physical, emotional and developmental needs of orphans and vulnerable children. We also supported a **network of advocates to defend the rights of orphans and vulnerable children**. This project has contributed to a shift in community attitudes towards unaccompanied children, from suspicion and avoidance, to a sense of shared responsibility for the welfare of all children.

Support continued for an **anti-female genital mutilation (FGM)** project in south central **Somalia**. Most girls in Somalia are subjected to some form of FGM, which can result in a lifetime of physical suffering. The project seeks to raise awareness, support alternative income generating activities for those who have traditionally practised circumcision for their livelihoods, provide counselling and referrals for FGM survivors, and to empower men, women, boys and girls to advocate for change.

#### PROMOTING GENDER EQUALITY

In 2008, World Vision Australia supported a capacity building program in seven African countries to ensure that programs in the region are more actively engaged in working for gender equality. We also supported a number of gender-specific initiatives including reproductive health projects and an **anti-gender-based violence** project in **Burundi**. With Burundi recovering from more than 15 years of civil war, this project aims to break the cycle of violence encountered by women by working closely with men, women and local government to improve the condition and status of women.

#### IMPROVING HEALTH AND RESPONDING TO HIV AND AIDS

A multi country HIV and AIDS program aims to develop the capacity of communities to more effectively prevent HIV transmission and care for those affected and infected, and to create

strong advocates for the rights of people living with HIV and AIDS. A greater focus on nutrition programming is planned for next year.

Other health initiatives included the **Cahora Bassa Community Health Project** in **Mozambique**. Despite limited health infrastructure, the project is building the capacity of community health councils and their volunteers to work with government health staff to improve the health of local children and families. In taking a broad approach at the community level, the project has been able to reach more people with health programs including immunisation and the integrated management of illnesses such as pneumonia, malaria and diarrhoea.

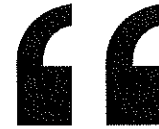
**For an additional example, read the following case study in our 2008 Annual Program Review:**

- *The Masaka-Rakai Psychosocial Project: Treating depression in communities affected by HIV and AIDS*

During 2008 World Vision Australia worked with the World Vision International Hope Initiative to develop a resource for World Vision staff to provide an overview of key HIV and AIDS programming considerations within the African context.

**Looking back, Looking forward: Lessons learnt from HIV and AIDS Research and Programming in Africa**  
[www.worldvision.com.au/learn/policyandreports/files/HopeInitiativeAfrica.pdf](http://www.worldvision.com.au/learn/policyandreports/files/HopeInitiativeAfrica.pdf)

This resource documents lessons learned from a number of key studies on World Vision operations in Africa and provides recommendations for future HIV programming.



**IN TAKING A  
BROAD APPROACH  
AT THE COMMUNITY  
LEVEL, THE  
PROJECT HAS BEEN  
ABLE TO REACH  
MORE PEOPLE**

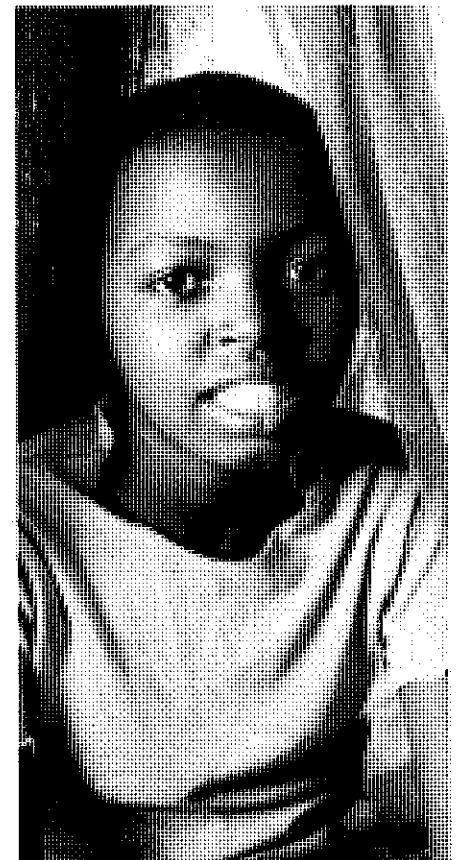


## **Malaria – preventable and treatable**

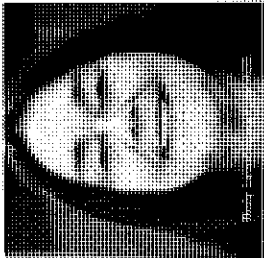
Like many children in **Tanzania**, 10-year-old Taji has suffered from regular bouts of malaria. Malaria comprises 30 per cent of the disease burden in Tanzania and is the biggest killer of children. In recent years, treatment of malaria in Tanzania has been complicated by a growing resistance to first-line anti-malarial drugs. The greatest success against malaria so far is the protection provided by a simple mosquito net.

Three years ago Taji and her family, who participate in a World Vision Australia-supported child sponsorship program, received mosquito nets for each sister. Since then Taji has not fallen ill and not missed a day of school.

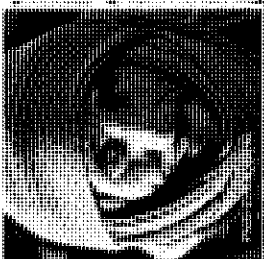
Her mother is extremely relieved that she has not needed to take her daughter to hospital in a long time, and delighted that Taji has the energy to go to school and play with her friends.



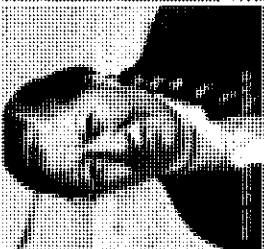
**SECTION 4.B**  
**OXFAM AUSTRALIA**  
**ANNUAL REPORT 2008**  
**(WORK AROUND THE WORLD & CHANGE GOAL)**



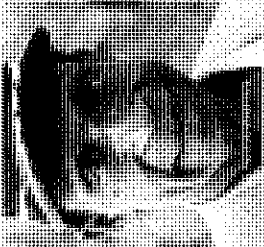
**Program expenditure:** \$2.87 million  
**Projects:** 33  
**Partner organisations:** 48  
**Areas of work:** community development, health promotion, family violence and sexual assault counselling, youth leadership support and training, community controlled health support, advocacy and campaigning.



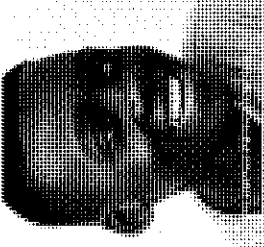
**Program expenditure:** \$50,000  
**Partner organisations:** 1  
**Areas of work:** humanitarian support, livelihoods, distribution of clothing and food vouchers.



**Program expenditure:** n/a  
**Partner organisations:** 4  
**Areas of work:** 67,500 extractive industries advocacy.



**Program expenditure:** \$4.09 million  
**Partner organisations:** 16  
**Areas of work:** HIV and AIDS, livelihoods, reproductive health, gender equality, disaster risk reduction, health promotion, gender equity, good governance, gender violence, partner support and training, community strengthening, shelter, water, sanitation, skills training, advocacy on extractive industries and trade.



**Program expenditure:** \$1.73 million  
**Partner organisations:** 103  
**Areas of work:** humanitarian support, water, sanitation, health promotion, community strengthening, malaria prevention training, healthcare, peace-building, human rights support, partner support and training and distribution of tools, maintenance equipment, mosquito nets, insecticide treated bed nets, village clean-ups, food, soap, cholera treatment kits, child protection training.



**Program expenditure:** \$1.22 million  
**Partner organisations:** 2  
**Areas of work:** humanitarian support, water sanitation, health promotion, community strengthening, malaria prevention training, healthcare, peace-building, human rights support, partner support and training and distribution of tools, maintenance equipment, mosquito nets, insecticide treated bed nets, village clean-ups, food, soap, cholera treatment kits, child protection training.



**Program expenditure:** \$3.97 million  
**Partner organisations:** 72  
**Areas of work:** shelter, trade, rights, emergency food distribution, gender support and training, community network building, peace building, humanitarian support, disaster management, gender equity, women's empowerment, natural resource management, livelihoods, advocacy, labour rights, indigenous rights, community strengthening.



**Program expenditure:** \$9.17 million  
**Partner organisations:** 68  
**Areas of work:** HIV and AIDS, small business development, water and infrastructure, employment and training, agriculture, food security, gender equity, women's empowerment, community strengthening, health, labour, disaster preparedness, partner support and training, good governance, peace-building, small-scale agriculture, livelihoods, labour rights, advocacy and campaigning, international financial institutions, developing community networks.

# Our work around the world



During 2007-2008 we worked with more than 390 partner organisations on long-term development, advocacy and emergency programs in 30 countries around the world.

# change goal: 01 economic justice

More men and women will have secure and sustainable livelihoods.

## In brief

- We continued to support **Fairtrade coffee** through our campaign network, in Oxfam shops and through 650 coffee break events held in partnership with the Fair Trade Association of Australia and New Zealand in May. Fairtrade coffee sales in Australia were estimated to reach about \$14 million for 2007–2008, which is an increase of 75% on the previous year.
- Through local partner UNAC, in Mozambique, we are supporting rural communities to develop farmers' associations so they can fight for their rights and increase agricultural production. Our work to train communities about gender issues and actively encourage women's participation has resulted in women membership 70% of the associations' management bodies.
- Through the ECANSI action network in the Solomon Islands we have supported forest communities to protest harmful logging practices. As a result of training in forestry legislation, rights to forest resources and natural resource management, four communities have refused to sign over their land for harmful commercial logging.
- As part of the Oxfam International team at a United Nations **climate change conference** in Bali in December, we raised awareness about the impact of climate change on poor people, lobbied world leaders, and released a report calling on the world's richest countries, including Australia, to commit to adaptation funding.

- We worked with the worker-run Solidarity Cooperative in Thailand to design and develop the 'I am not a sweatshop bag' which is sold through Oxfam shops. Production of the bags has helped the cooperative of former garment factory workers to keep their business sustainable.
- In south-east India we have helped about 20,280 of the region's most marginalised tsunami-affected people **establish or expand small businesses**, providing financial, business and management skills training.
- Oxfam shops stock a range of jams, chutneys and sauces from Eswatini **Swazi Kitchen**, in Swaziland, a small business which employs 52 women from disadvantaged backgrounds and buys produce from about 400 local farmers. Our ongoing orders have enabled the business to put in place international standards that have led to new orders from England and the Netherlands.
- Our partner Youth Challenge Vanuatu is helping **young people** in Vanuatu gain confidence and skills to become leaders in their communities. Thirteen of the 35 young people who completed the training course and then worked on rural community development projects have since secured paid jobs.
- In South Africa, we support local partner Fancy Stitch to provide **sewing and embroidery training** to poor marginalised women so they can make handicrafts and textiles to sell for income. During the year we staged exhibitions and sales of their textiles in Adelaide, Melbourne and South Africa and sold selected products through Oxfam shops.

## OUR COMMITMENTS

- Strengthen access to and control over land, natural resources and other assets.
- Increase agricultural production in environmentally-sustainable ways.
- Improve farm-gate prices for commodities and strengthen farmer access to and control over markets.
- Reduce vulnerability to and mitigate the impact of natural disasters, climate change, environmental hazards and HIV and AIDS.
- Ensure that large-scale infrastructure development and resource exploitation do not adversely impact livelihoods.
- Strengthen women's leadership and participation in livelihoods-related decision-making.
- Strengthen workers' organisations, improve labour rights and increase access to essential services in urban areas.
- Address gender equality and create better opportunities for young people.
- Minimise the costs and optimise the benefits of rural-urban migration.



[1] Mchoud, Laos. Coffee beans grown as part of an Oxfam-supported livelihoods project. Photo: Jerry Collins/OxfamAUS.  
 [2] East Asia. A woman in a white headscarf. Photo: AFP PHOTO/Jewel Somad.  
 [3] Mexico. The Philippines, Juanita Kamid talks with the United Nations to act on climate change. Photo: Tom Greenwood/OxfamUK.  
 [4] Indonesia. Yati, Kiracana, Purnali and Johanna all work making sportswear for FILA. Le Cos Sportif and Johanna all work making sportswear for FILA. Le Cos Sportif and Johanna all work making sportswear for FILA. Photo: Kelly Dent/OxfamAUS.  
 [5] Didiop, the Philippines. Juanita Cuhing and her son Roldan make their views clear on the proposed gold and copper mine. Photo: Jason McLeod/OxfamAUS.

### Voicing mining concerns

Our Mining Ombudsman has helped the Diplojo community in the northern Philippines voice their concerns over the way Australian company OceanaGold has pursued development of a proposed gold and copper mine. Many community members are concerned that the mine will cause environmental damage, endanger health, displace them from their lands and destroy income they receive from agricultural production. In the Mining Ombudsman's Diplojo case report, released in September 2007, we detailed the community's allegations of harassment, intimidation and attempts to undermine the local council which has consistently opposed the mine. After receiving no response from the company to our efforts at constructive dialogue, we proceeded to seek extensive and prolonged media coverage of the case.

Our continued lobbying has had some key outcomes:

- The Philippines Human Rights Commission investigated alleged human rights abuses by OceanaGold.
- The Australian Federal Police investigated bribery allegations against the mining company.
- OceanaGold appointed a new community relations manager who appears to be taking the community's grievances seriously.
- The company is experiencing financial difficulties. As a result the company has suspended its operations in the Philippines.

#### Learning:

Our Mining Ombudsman seeks to resolve conflicts between mine operators and affected communities. However, in cases like Diplojo, it can be difficult to build community capacity to negotiate with mining companies which are unresponsive to community concerns. Instead it requires sustained and intensive lobbying on an international scale which smaller-scale local and regional partnerships might not always be able to achieve.

### Linking remote villages

In the remote mountain village of Ivaogui, in south-west China, Oxfam is working with the local village committee and government officials on projects that provide villagers with essential services, give them work and an income, and hopefully slow down the rate of urban migration.

The community identified its two biggest needs as being a road to the nearest market town, six kilometres away, and the construction of 156 covered water tanks to provide easily-accessible, clean water. Oxfam provided 70% of the funding for the road and tanks, the government provided the remaining 30% and every household in the village provided labour to build them.

The new road means that goods are now easier and cheaper to carry to and from the market and that livestock can also be transported. As a result, farmers who previously grew produce mostly for local consumption now have an income. Villagers also have easier access to schools, healthcare, clean water and other services.

Both government and village representatives say they have learned from Oxfam's participatory and flexible approach. Villagers feel that their needs were understood, valued and incorporated into the project, and that they now have the skills and confidence to negotiate new activities with the government. Government officials say they have seen the benefits of genuine community collaboration.

#### Learning:

The projects relied on each of the three parties involved — Oxfam, the government and the community — delivering on their commitments. This approach created a sense of mutual accountability and shared learning and ownership. It also created a dialogue between the village committee and the government. This model of actively engaging government as an accountable project contributor could be a particularly effective strategy in programs operating in similar contexts.

### Improving labour rights

Our labour rights advocacy program seeks to harness the support of consumers, workers, sportspeople and the general public to change sportswear company policies and practices regarding working conditions in their supplier factories.

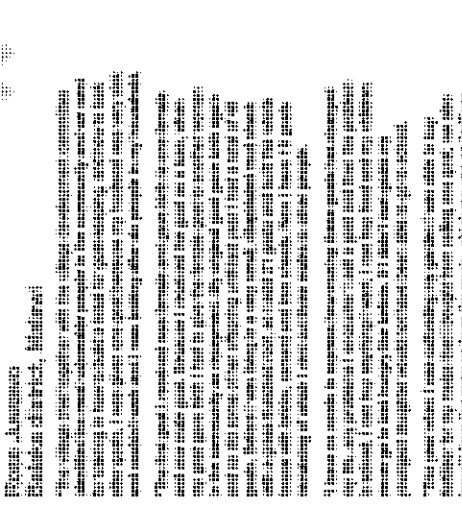
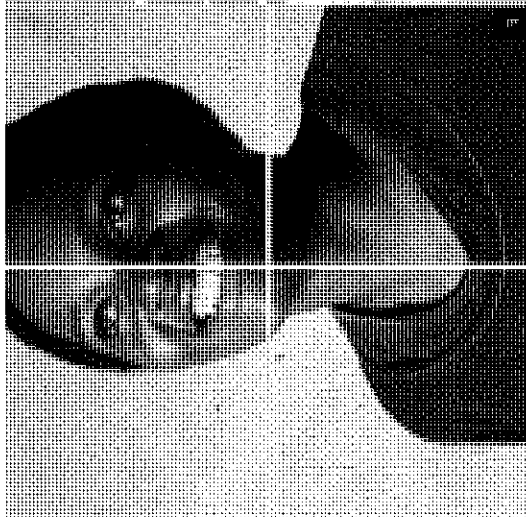
Working with an alliance of international and national organisations and unions, we encourage campaign actions around sports brands' practices, promote policy solutions to major sportswear companies, and support unions, workers and organisations across Asia to campaign for workers' rights in their workplaces. This campaign has contributed to several concrete successes:

- The use of toxic substances in production processes has significantly reduced.
- Almost all large sportswear suppliers now pay the legal minimum wage.
- Workers in larger factories no longer sleep in hazardous on-site dormitories.
- Large sportswear manufacturers now disclose their supplier factory locations — adidas being the latest in 2008.
- Most high-profile sports brands are now prepared to address workers' rights' violations in their supplier factories.

In Indonesia we continue to support 10,500 sportswear workers from three closed adidas supplier factories to gain their rights to compensation and their livelihoods. We were concerned that adidas' purchasing practices were a main reason the factories closed. We convinced adidas to re-employ some of the former workers into adidas' new Ching Lun supplier factory. To date 900 workers have been reemployed.

#### Learning:

This success has been due to a long-term investment and continual adjustment of our approach based on our learnings. While major sportswear companies now require suppliers to respect labour rights and provide safe working environments, their business model demands high quality products with a fast turnaround at a low cost and offers no incentives to factories to respect workers' rights. We are now making reform of purchasing practices a focal point and will apply sustained pressure over the long term.



### Economic justice projects

REGION	PROJECTS
East Asia	50
Pacific	10
South Asia	63
Southern Africa	25
Advocacy and campaigns	23

#### Footnote 1: A. H. H. H. H. H.

Footnote 2: A. H. H. H. H. H.

Footnote 3: A. H. H. H. H. H.

Footnote 4: A. H. H. H. H. H.

Footnote 5: A. H. H. H. H. H.

[1] Ingwavume, South Africa. Fancy Stitch member Spawie Dlamini holds one of the intricate beaded works she has created. Photo courtesy of Fancy Stitch.  
 [2] Photo: Debbie 'razzak/Oxfam'.  
 [3] Paraliakavur, India. Our partner Good Vision has provided two self-help groups with grants to start their own coil-rope-making businesses. Photo: Maite Banu/Oxfam.  
 [4] Mozambique. Women pick pineapples, an alternative crop that our partner UNAC is training farmers to grow. Photo: Matthew Wilman/OxfamAUS.

**SECTION 4.C**  
**JUVENILE DIABETES RESEARCH FOUNDATION**  
**ANNUAL REPORT 2008/09**  
**(RESEARCH PROFILE & RESEARCH PATHWAYS)**

# RESEARCH PATHWAYS

## REGENERATION

Research in regeneration focuses on triggering the body to regrow the insulin-producing beta cells that have been mistakenly destroyed by the body's immune system, thus circumventing the need for donor tissue or transplants. Two lines of approach are being considered; spurring the body to copy existing functioning beta cells and coaxing the pancreas to create new ones.

### What has been achieved this year?

- Canadian researchers used an animal model to show that treatment with a special therapy of gastrin and glucagon-like peptide reduced the autoimmune attack and triggered the development of new beta cells in the pancreas. Following these findings, JDRF has formed a partnership with the start-up pharmaceutical company Transition Therapeutics to develop and commercialise this therapy into human trials.
- Work conducted at the Joslin Diabetes Centre suggests that a progenitor, or stem cell residing in the pancreas is able to grow into a beta cell. Further work is underway to find the exact location of these cells and to identify a safe mechanism for triggering their action.
- JDRF has awarded a US\$3 million grant to researchers from Harvard and MIT who are taking an interdisciplinary approach to research on regrowing insulin-producing beta cells. Researchers from the fields of genome biology and chemical biology will work together to seek new ways to grow beta cells.
- JDRF-funded researchers from the University of Pittsburgh completed a comprehensive map of the factors involved with beta cell replication, and this map has identified a protein that drives regeneration of beta cells. Called cdk6, the protein triggered beta cell replication in human islets and corrected diabetes when transplanted into diabetic mice.

### What does this mean?

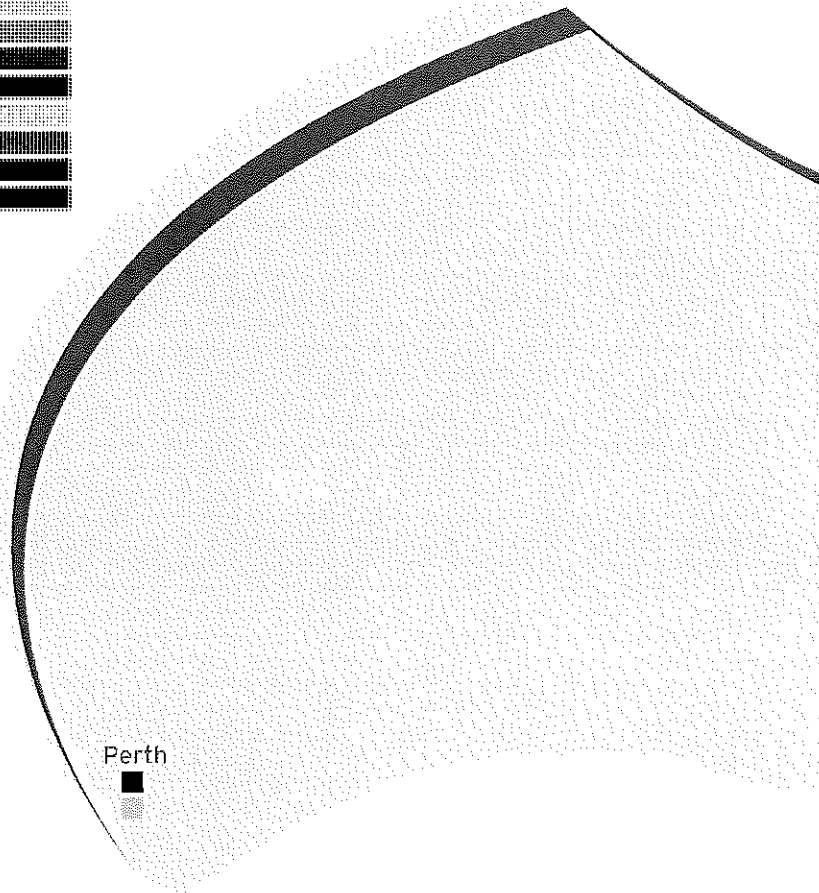
These findings provide encouraging evidence that it is possible to harness the body's natural regenerative processes by growing (or regrowing) insulin-producing beta cells within the body. In conjunction with knowledge gained in the other research pathways, this process may ultimately avoid the challenges of cell rejection that are currently associated with using cells taken from other sources. Research is now progressing quickly towards taking these findings into human clinical trials and onwards into clinical reality.

### Driving innovation and discovery

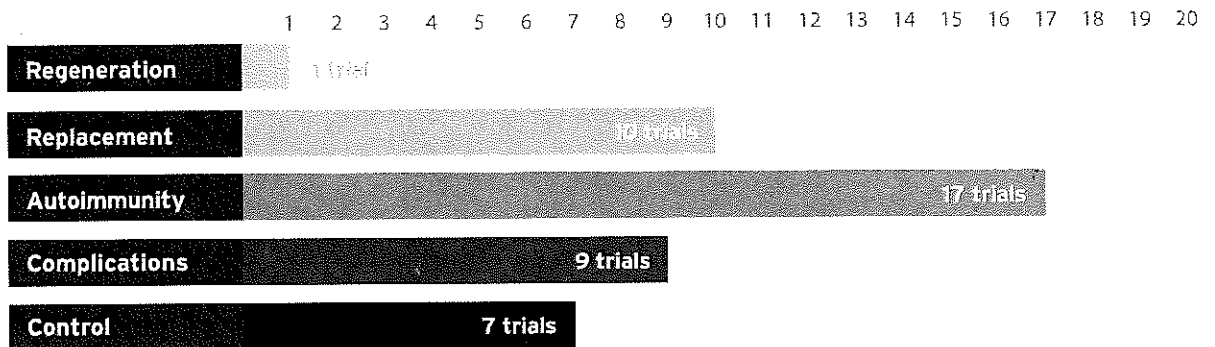
JDRF is a leading funder of research in the field of diabetes, and we are proud to support the work of researchers who are pushing the boundaries of what is possible. Our funding has supported a wide range of research, from basic science to clinical trials, and we are committed to continuing to support the work of researchers who are driving innovation and discovery in the field of diabetes.

# RESEARCH IN PROFILE

## RESEARCH PATHWAYS

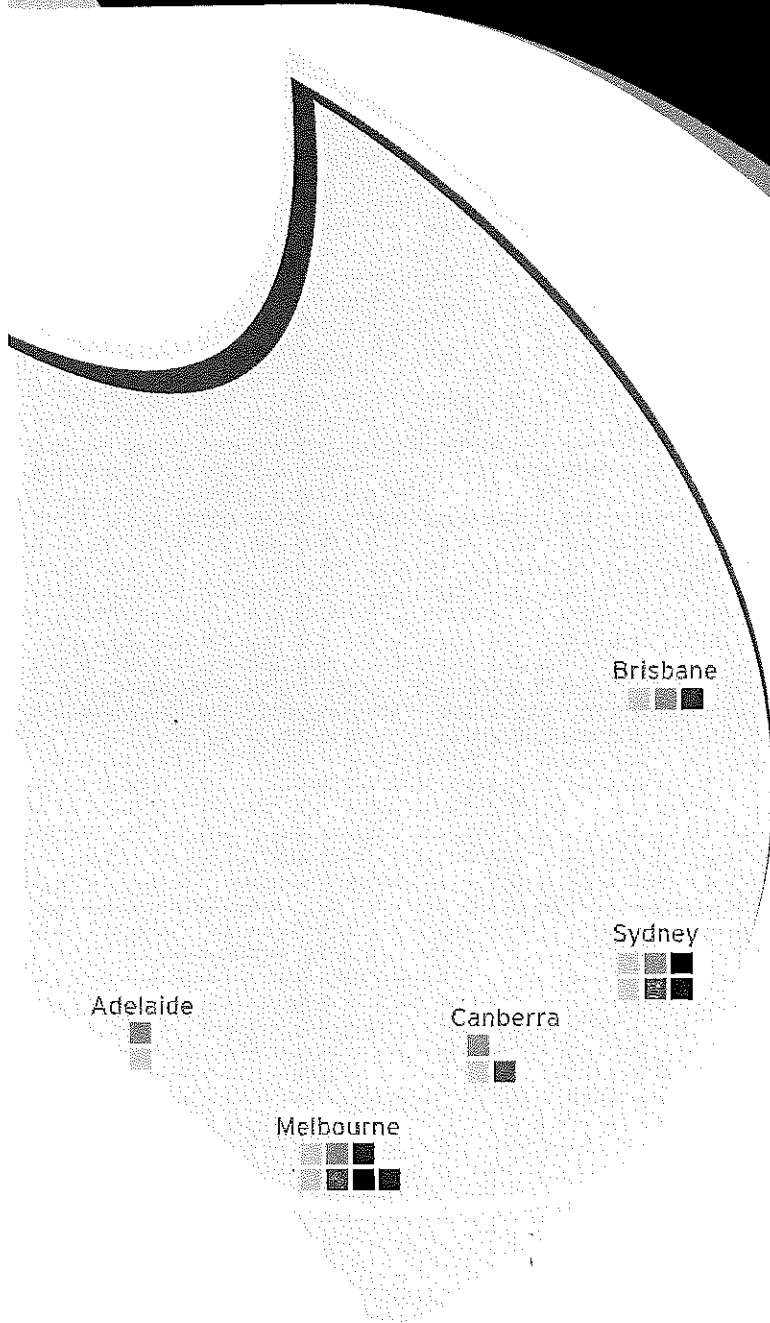


## MORE CLINICAL TRIALS THAN EVER BEFORE



Human clinical trials are the final stage of research done before a new therapy is approved for wider use. After four decades of supporting ground-breaking laboratory research, JDRF is translating this knowledge into real clinical outcomes for people with type 1 diabetes by supporting clinical trials across the world.

JDRF invested over  
**\$14 million** in 2008/09



JDRF supported **63**  
type 1 diabetes research  
projects around Australia

**SECTION 4.D**  
**HALE SCHOOL**  
**2008 SCHOOL PERFORMANCE INFORMATION**

## 2008 School Performance Information

As part of the compliance requirements for the Australian Government's legislation under the Schools Assistance (Learning Together – Achievement through Choice and Opportunity) Act 2004, all schools are required to make a commitment to ensure that School Performance Information is made available to the public within 6 months of the completion of the school year. The information required is stipulated by the government and all sections have been addressed in the following documentation.

### 1. Professional Engagement

#### 1.1 Staff Attendance

In 2008, Hale School teaching staff numbered 130.9 (FTE).

Staff absence per school day averaged 2.77% due to sick leave, maternity or family/carer's leave and 0.6% due to professional development/excursions.

#### 1.2 Staff Retention

Throughout 2008, 13 members of the teaching staff left the school. Of that number, 3 retired from teaching, 1 moved to a promotion position, 5 moved to new positions within education, 4 left the education sector. As a percentage of total teaching staff numbers, this figure represents 10 %

#### 1.3 Teacher Qualifications

A list of teaching staff employed by Hale School during 2008 and their qualifications is shown below:

#### SENIOR SCHOOL STAFF 2008

<b>Headmaster</b>	Mr SG MEADE, BA, Dip.Ed., M.Ed., FAIM.
<b>Deputy Headmaster &amp; Director of Curriculum</b>	Mr DA BEAN, BA (Hons)
<b>Director of Pastoral Care</b>	Mr RG GOATER, BA (Hons), DipEd, MEdMan
<b>Director of Teaching &amp; Learning</b>	Mr MJ GILES, BEd, MEd, GradDipComp
<b>Director of Administration</b>	Mr R BARRON, BA, BEd, MEd
<b>Studies Co-ordinator</b>	Mr JI BAUSOR, BA (Hons), MA, PGCE
<b>Middle Years Co-ordinator</b>	Mr HSW WESTON, BSc (Hons), MEd
<b>Assistant to the Deputy Headmaster</b>	Mr S HENDERSON, BEc, DipEd
<b>Chaplain</b>	Fr D ETHELL, MHum, BEd, DipT, DipRSS
<b>Counsellors</b>	Mrs RH KRÜGER, BSc, MA, BEd
	Mrs CA FURNESS, BA (Hons), THC
	Ms N GRAY, BA, GradDip Psych, Grad DipEd
	Mr WJ EDGAR, BA, TC, MA
	Mr TD HOAR, BSc, DipEd
<b>Archivists</b>	
<b>Academic Staff</b>	
Mr DA ALDERSON, BA, DipEd	Mr MD COOMBES, BSc, PGCE, MIBiol, CBiol
Mrs C ARKLE, BA (Hons), DipEd	Mr M CRAWSHAW, BA (Hons), MA, PGCE
Mr JV ARKLE, BA, BEd	Mr A CURRAN, BA, GradDipEd
Mr JE ASHBY, BPE, DipEd	Mr M CURRAN, BA, HNatDip
Mr CA ASHTON, BA, DipEd	Mr J DALLMAN, BEd
Mr JA AUDINO, BEd, MEd, DipTeach	Mr A DEAN, BSc, GradDipEd
Mr RD BARUGH, BSc	Miss MM DENHAM, BA, DipEd
Ms E BILLES, MRE, BEd, Dip Teach	Mr PJ DOOK, BSc, DipEd
Mr MJ BONNIN, BA (Hons), DipEd	Dr P DUNHAM, BA (Hons), PhD
Mr RH BROWN, BPE, DipEd	Mr J EGAN, BEd
Mr AJ BUSHELL, MA, LTCL, PGCE, MIMT	Ms S ELLISON, BMus (Hons)
Mr B BUTLER, BEd	Ms K FEUTRILL, BSc, GradDipEd
Mr MR CAMPBELL, BSc, DipEd	Mrs MA FISHER, DipTeach, GradDipArtStud
Mr DE CECINS, BEd	Mr J FORBES, BSc, DipEd
Ms ES CHONG, B Mus	Ms M GILCHRIST, BA, DipEd
Mrs S-L CHONG, B MusEd (Hons)	Mrs HM GRAY, BA, DipEd, GradDipAppSc(TLib)
Mr R CLARKE, BA DipEd	Mr R GRAY, BScEd
Mr B CLARKSON, DipTeach, BEd, MEd	Mrs LFR GREEN, BSc, DipEd
Dr D COLCLOUGH, DipT (Prim), BEd, MEd, EdD	Mrs K GROSE, BEd, GradDipEd
Mr MA COOK, BA (Hons), DipEd, MA	Mrs H HANKINSON, BA, DipEd



**HALE**  
SCHOOL

Mr BR HANTKE, BSc, DipEd	Mr RP PIGGOTT, BSc, DipEd
Mr T HARLEY, GradDipEd, BSocSc	Mrs M QUANTOCK, BA, DipEd
Mr G HARVEY, DipTeach, GradDipAppSc	Ms N RAGUS BA, GradDip
Mrs B HONIBALL, BSc, HDE	Ms PR RANIERI, BEd
Mr S HUNT, BBus, DipOutdoor Rec, GradDipEd	Ms D RAWLINGS, BA (Hons), GradDipEd
Mr H JACKSON, Dip Teach, BEd	Ms J RICHARDSON, BA (Hons), MA, PCE
Ms G JAMES, BSc, GradDipEd	Mrs E RICHMOND, BA (Hons), PGCE
Mr St J KENNY, BSc, DipEd	Mr GE ROBERTS, LLB, PGCE
Ms M KIRK, BA, GradDipEd	Mrs J ROBERTS, BA, DipEd, GradDipTLib
Mrs B KORBOSKY, BA, BEd, DipTeach	Mr P SANSALONE, BA
Mr S LANE, BEd, AssDipCivEng	Mr P SETH, BEc
Mr S LAU, BSc, DipEd, GradDip, PostGradDip	Mr RAE SHAW, BSc (Hons), BEd, MSc
Ms PL LEIPER, BA (Hons), DipTEFL	Mrs M SIMS, BMusEd (Hons)
Mr C LIGGINS, BA, DipEd	Ms NA SOURIS, BA, BEd
Mr G LOWE, BEd, MEdMan	Mrs BM SPAGNOLO, BA, DipTeach, THC
Mrs JP MASKIELL, BEd, DipPE	Mrs P STANDEN-BURROWS, BSc, GradDipEd
Mr R McCLUSKEY, BSc, DipEd	Mr TJ STEENEKAMP, B Ed
Mr S McFARLAND, BA (Hons), HDipEd	Mr RP TONGUE, BSc, DipEd, GradDipRE
Mr HA McGLASHAN, BEd	Mr IC TREDGET, BSc, DipEd
Ms JM McKENZIE, BA, DipEd	Mr T TREWIN, BID, GradDipEd
Mr K MOIR, DipTeach, BEd	Mr VM UPHILL, BEc, DipEd
Mrs A MULLIGAN, BA, DipEd	Mr MA VASWANI, BSc, GradDipEd
Ms L MURRAY, BA, GradDipEd	Mr PD VENABLES, BMusEd
Mr J O'BRIEN, BA, DipEd	Mr D VERNON, PPHE, DipEd
Ms MV O'BRIEN, BA, BSc	Mrs RL WAKE, BA, DipEd, GradDipLibStud
Mr MB O'CONNELL, BA, BEd, DipTeach	Mr JS WALLMAN, BAppSc, GradDipEd
Mr AJ O'GARR, DipTeach, BEd	Mr MD WALSH, BEd, MEdMan
Mr KG OUTTRIM, MEd, GradDipAppSc	Mr R WATFORD, BSc PCE
Ms L OWEN, BA, GradDipEd, DipAppSc, CertAppSc	Ms S WATSON, BA, DipEd
Mr AN PANARESE, BCom, MBA	Mrs J WATT, BA
Mr TJ PARISH, BCom (Hons), DipEd	Mr R WATT, BA
Mr D PARKER, BA GradDipEd	Mr B WILL, BA, DipEd
Ms SJ PEARCE, BCom, DipEd	Mr M WILLS, BTh, DipMin, DipEd
Mr T PEARSE, BA, BEd	Mr AJ WOODS, HDE BEd
Mr N PEISKER, BA	Mr S YOUNG, BPhysEd, BEd
	Mr J ZLNAY, BScEd

**JUNIOR SCHOOL STAFF 2008**

**Head of Junior School**  
**Deputy Head of Junior School**  
**Director of Junior Primary Curriculum**  
**Director of Curriculum Years 4 to 7**  
**Chaplains**

**Coordinator of Junior School Music**  
**Sportsmaster**

**Academic Staff**

Ms S ANTHONISZ, BEd (Prim)  
 Mrs S ARTHUR, BSc (Hons), TEFL, GradDipEd, MEd (Hons)  
 Ms E CHONG, BMus CitWA  
 Miss L CLAYDON, HDE, FDE  
 Mrs L COUNSEL, DipTeach, GradDipMathsEd  
 Mr M CURRAN, BA, HNatDip  
 Ms P DEPIAZZI, BEd (Prim)  
 Mrs A DUNN, BA (Prim)  
 Mr P EDWARDS, BEd (Prim)  
 Miss S ELLISON, BMus  
 Ms J HUTTON BAppSc, PostGrad Dip Psych, PostGrad DipEd  
 Ms J JAREL, DipTeach (Prim), BEd

Mr M VALENTINE, DipTeach, BEd, PostGradDip  
 Mr T SIMPSON, BA, GradDipEd  
 Mrs S SHEEHAN, BEd, ECE  
 Mr H McCABE, BAppSc, GradDipEd  
 Fr D ETHELL, MHum, BEd, DipT, DipRSS  
 Mrs S HOWE, BCom, GradDipEd, GradDipDivinity  
 Ms K SMITH, BMusEd  
 Mr A ROBERTSON, DipTeach, BEd

Ms W KEEFE, BEd  
 Ms M KENNEDY, BEd, ECS  
 Mrs C MATA, Dip ECE  
 Mr C McCLELLAND, BA (Visual Art), BEd  
 Ms J NISSEN, DipTeach (Prim), BEd  
 Mr M OLMA, BA, BEd  
 Mr M PRESSLEY, BSc, GradDipTeach (Prim)  
 Ms J RILEY, Dip KTC  
 Mrs L SAWYER, MBA, BSc  
 Mrs M SWAIN, DipTeach, THC, GradDipAppSc, MAppSc  
 Mr M TAYLOR, BEd (Mus)  
 Miss M WATERS, BA, BEd

#### 1.4 Teacher Professional Development

All staff participated in Professional Development activities throughout the year. Additionally, the following Professional Development seminars were held for staff:

- Andrew Fuller – Raising Real People, Creating Resilient Families, Creating Resilient Learners, Brain Based Learning
- Derrin Cramer – Gifted Education Update
- Bruce Dixon – Notebook Programme Update and Review

A wide range of topics were addressed in Professional Development undertaken by staff throughout the year. These include:

Gifted Education	Information & Communications Technology Examination
Recreational Skippers Ticket	Growing Gorgeous Boys into Good Men
Coaching and Coaching System Practice	The Digital Revolution Seminar
Emotional Intelligence	Mathematics Head of Department Network
Cambridge Certificate in English Language Teaching	Drama Head of Department Network
Leadership Coaching Accreditation	Science Assessment Seminar
Project Zero	International Masterclass for School Leaders
Asia Pacific Deans of Education Forum	Exeter Mathematics and Technology Conference
AISWA Literacy Support Network	Payment Summary Workshop
Web Page Layout and Design	Toshiba Notebook Schools Meeting
Workplace Productivity	Pro-Desktop Software Training
Smart Board Training	Music Network Meeting
Master of Education	Preventing Literacy Difficulties
Future Footprints	Politics & Law Professional Day
Differentiating the Curriculum	Beginning Teachers Seminar
ASCD Conference	Australian Association of Philosophy annual Conference
MAWA Conference – Secondary	St Johns Senior First Aid
MAWA State Conference	Annual Gifted & Talented Conference
Team Building	UWA-Hale Winter School for Leadership
Lego Engineering Conference	Teaching Maths With Technology
The Science and Art of Happiness Workshop	Adobe Photoshop
Understanding Autism	Macromedia Flash Workshop
Managing Student Behaviour	Sharepoint Conference
JLTAWA Seminar	Financial Literacy Workshop
Labnet West PD for Technicians	Coaching and Leadership Seminar
Primary Languages Teachers Network Meeting	Smartboard Training
Chemical Safety Course	
State Conference of Science and Medicine in Sport	Mobile Exchange
Structures for Cooperative Learning	Faith in Action
DATTA Conference	Occupational Health and Safety
ALEA State Literacy Conference	ANU Careers Open Day
WACOT Seminar for Mentor Teachers	ADHD Seminar
Learning Difficulties Workshop	Faith & Reason
Laser Safety Course	Expanding Learning Horizons Conference
Surf Rescue Certificate	Courageous Leadership
Casio Classpad Session	ADAPE Conference
Cybersafety Forum	Biological Sciences Course Planning Day
Timetabler Basics	STASA Conference
Council of Educational Facilities Planners	The Trouble With Maths
Secondary English Professional Development – Examinations	Rescue 3 Swiftwater Level 1
Outdoor Education Conference	Internet Safety
Physical Education Conference	First Steps
Commerce Seminar	Sail Training and Surf Kayak Training
Early Childhood Conference	Business Management & Enterprise Seminar
Physical Education Studies Seminar	Leadership for IT Professionals
Kiln Building	Preventing Literacy Difficulties
	Pastoral Care Conference

Accounting and Finance Seminar  
Junior Swimming Squad Coaching Accreditation  
Writing CAS Activities

Time Management Course  
Occupational Health & Safety  
Fundraising Institute Conference  
Confidentiality Seminar  
Advanced Nulit Course  
Challenging Senior Students – Requiem For A Beast  
Drama Connection  
Drama Assessment Seminar  
WALA Rugby PD  
Gesture Method  
WACIS Conference  
Oncology Seminar  
Professional Development for Education Assistants  
Generating New Possibilities in Therapy  
Physical Education Planning for 2009  
School Psychologists Association Conference

Homework and the Homework Grid  
Network Day for Arts and Drama  
Captivating Women’s Retreat  
Michael Carr-Greg  
Special Considerations for TEE  
Chemical Safety Course  
State Conference of Science and Medicine in Sport  
Children’s Book council of Australia  
Aussie Optimism & Social Skills Seminar  
Writing Independent Education Program  
Britannica Online Training  
WA School Library Conference  
Pyro Course  
Workshop for Libraries  
Educational Assistants Training – Instructing Small Groups  
India Artist Experience

In total, \$98,026 was spent on ‘out of school’ Professional Development courses/seminars or an average per staff member of \$653.50. This does not include expenditure on relief teachers’ costs.

## 2. Key Student Outcomes

### 2.1 Student Attendance

5.9% of students were absent for at least half a day each school day of the year. This equates to approximately 76 boys absent each day. This absence includes absence through illness or approved leave.

### 2.2 Proportions of Year 3, 5, 7 and 9 students meeting national reading, writing, spelling and numeracy benchmarks in 2008.

	Year 3			Year 5			Year 7			Year 9		
	W.A. (%)	National (%)	Hale (24) (%)	W.A. (%)	National (%)	Hale (52) (%)	W.A. (%)	National (%)	Hale (84) (%)	W.A. (%)	National (%)	Hale (190) (%)
Reading	89.50	92.10	96	89.20	90.90	96	92.80	94.20	100	92.20	92.90	99
Writing	94.90	95.40	92	91.00	92.50	96	90.20	91.80	98	85.60	87.20	99
Spelling	89.40	92.40	100	89.60	91.70	96	90.70	92.40	100	87.80	89.70	98
Grammar & Punctuation	87.80	91.70	100	89.30	91.90	100	88.30	91.60	96	87.70	89.90	99
Numeracy	94.70	95.00	100	91.20	92.60	100	94.80	95.40	100	92.70	93.60	99



### 2.3 Value Added

The concept of value adding in a school environment is multi-faceted. It can be difficult to measure in an objective manner as there are so many factors influencing the outcomes. However, Hale School offers curricula and co-curricula opportunities that add significantly to the learning experiences of all boys enrolled. These are documented in all School publications, including fortnightly newsletters. A sample of the offerings includes:

**Music:** a programme that currently provides opportunities to over 600 boys throughout the school in instrumental tuition, participation and performance opportunities as players in ensembles, orchestras or bands, and collegiality in the Hale St Mary's programme

**Sport:** Hale teams participate in the PSA sporting programme in 14 sports throughout the year. Many opportunities also exist in non-PSA sports, in which support and encouragement are provided. Junior School sport is mandatory and is played as part of JSHAA.

**Drama:** Performance Drama is significant with 12 productions throughout the Junior and Senior School staged in 2008. The launch of a youth theatre company, Redfoot, in 2008 has enhanced this programme further.

**Debating and Public Speaking:** teams compete in WADL and AHISA debating competitions, UNYA, mock trial and various public speaking competitions such as Rostrum and Lions Youth of the Year.

**Gifted Education:** The Challenge Programme addresses the needs of boys who have been identified as gifted in the School. Many extension programmes are in place from MathsPlus and MathsPrime to specialist curricula programmes such as Art, Languages, Literacy, Drama, and Music in the Junior School, to participation in the Tournament of the Minds competition.

**Service Learning:** boys in Years 8 – 10 are given opportunities to become involved in home-based service learning (mandatory in Yr 8) and in visiting schools and agencies that require assistance and support within the Perth region. In Years 11 and 12 boys can participate in a trip to Vietnam to work in orphanages and/or participate in the Hale Sony Foundation Camp.

**Outdoor Education:** A mandatory programme exists for students in Years 5 – 10, including a 12 day camp in the Exmouth gulf for all boys in Year 10.

**Clubs and Societies:** These are organised and run by members of the teaching staff at Hale School. A selection of these include: Animation Club, Circus Club – 'Jugglicise', Circus Club – 'Skills', Clowning Club, Drama Extension, Technician's Club, Theatre Club, Art Extension, Debating, Mock Trial, Public Speaking, U.N.Y.A., French Club, LOTE Film, ClubMathsPlus, MathsPrime, Climbing Club, Backgammon Club, Chess Club, Computer Programmers Club, Electric Vehicle, Karate Club, Tournament of the Minds, Western Australian CO2, Dragster Design, Young Achievement Australia

### 2.4 Senior Secondary Outcomes

Hale School students achieved outstanding results in the 2008 TEE. The Vice-Captain of School, Binu Jayawardena, was awarded the Beazley Medal for top TEE student in WA, the fifth Hale School student to receive the Beazley Medal since the Year 2000. Seven General Exhibitions and four Subject Exhibitions (top of the State) were awarded in the following subjects: Calculus, Geography, Engineering Studies & Applicable Mathematics.

#### **Hale School's Exhibitions and Awards in 2008 included:**

- Beazley Medal
- General Exhibitions - 7
- Subject Exhibitions - 4
- Certificates of Distinction - 24
- Certificates of Excellence - 18
- Westscheme Award for top CareerLink student of 2008



### Summary of School Statistics

No. of students in Year 12:	198	
No. of students repeating Year 12:	0	
No. of overseas full fee paying students:	4	(2.02%)
No. achieving Secondary Graduation:	198	(100%)
No. with Curriculum Council English language competence: (English language competence is defined as achieving a C-grade or better in Year 12 English subject.)	198	(100%)
No. of TEE students	174	
TEE students who did not sit the TEE	2	
Vocational Education and Training (VET) or CareerLink students	19	
Non-TEE but no VET	3	

### Wholly School Assessed (WSA) Subjects

22 students (11.11%) of the 2008 Year 12 students were enrolled in a predominantly WSA course (ie fewer than 4 TEE subjects). Taken collectively, the 22 students achieved 51 A grades, 80 B grades, 53 C grades, 4 D grades in their Year 12 subjects. The number of C and D grades was significantly less than in previous years.

19 students from this group were enrolled in the CareerLink Programme, which combined Structured Workplace Learning (SWL) for one semester, off-the-job training for one semester and a set of WSA and/or some TEE subjects studied within the school timetable for the whole year.

14 (73.68%) of the 19 CareerLink students achieved A-grades for their SWL subject. SWL comprises 15 full-day placements with an employer/trainer in industry.

19 of the 22 WSA course students participated in off-the-job training at a TAFE College or Registered Training Organisation. 17 of these achieved a full Certificate I or II in a training qualification recognised by the Australian National Training Authority, whilst 2 achieved partial completion of a Certificate III. This level of full completion of a national training qualification (89.47%) is by far the greatest in our CareerLink history.

WestScheme Award for Excellence in VET is made annually by the WestScheme Superannation Company to each school offering VET programmes. In 2008, the recipient of the WestScheme Award at Hale School was Gareth Begg.

### Subjects in the top ten in the State

The 'League Tables' published in the local media receive significant public attention and undoubtedly contribute to the public perception of a school.

The following eleven TEE subjects were listed by *The West Australian* newspaper in their ranking of 'top schools' for each TEE subject, based on the percentage of students achieving a scaled mark of 75% or more: Ancient History, Applicable Maths, Art, Applied Information Technology, Human Biology, Calculus, Chemistry, Engineering Studies, French, Physics, Political & Legal Studies.

In WSA subjects, Hale School was ranked in the top ten in the State in two subjects: Applied Technology and Physical Education Studies.



**Comparison of School and State TER/TES, 2008**

Total population of 2008 school leavers with a TER:	10,259
Hale School population with a TER:	174
State median TER:	81.50
Hale median TER:	90.50
Hale average TER:	87.79

<b>TER of at Least</b>	<b>State Total</b>	<b>Percentage</b>	<b>School Total</b>	<b>Percentage</b>
99.90	31	0.3	6	3.4
99.75	83	0.81	15	8.62
99.50	156	1.52	19	10.91
99.00	301	2.93	28	16.09
98.50	447	4.36	30	17.24
98.00	594	5.79	37	21.26
97.50	738	7.19	42	24.13
97.00	886	8.64	47	27.01
95.00	1465	14.28	63	36.20
90.00	2876	28.03	91	52.29
85.00	4233	41.26	112	64.36
80.00	5508	53.69	130	74.71
75.00	6668	65.00	153	87.93
70.00	7668	74.74	162	93.10
60.00	9079	88.5	172	98.85
50.00	9804	95.56	173	99.42
40.00	10100	98.45	174	100

**2.5 Proportion of Year 9 students retained to Year 12**

191 boys started Year 9 at Hale in 2005. 198 boys completed Year 12 at Hale in 2008. However, during the movement of this cohort through the Year groups, 9 boys left the school for a variety of reasons. These included: family relocation; financial reasons; alternative education pathways; and discipline reasons.



## 2.6 Post-school destinations

The Post-Year 12 Student Destination Survey for 2008 indicates that many of the 198 Year 12 students of that year are now enrolled in a variety of university courses in Australia and internationally, and others are in apprenticeships, TAFE courses or employment. The range of courses and careers chosen, as well as the geographical spread of this Year 12 cohort is of great interest and a source of pride for the students, their parents and the School.

Significant highlights of the survey are:

- 164 students (83%) are at university, once again continuing the trend of the last decade that at least 80% of Hale School leavers take up a university place.
- 97 students (49%) are enrolled at UWA and 31 students (16%) are enrolled at Curtin University with Science, Commerce, Medicine and Law, often in combination with Economics, being the most popular courses.
- A large number of students – 57 in total - are studying Commerce and/or Economics degrees at university, either separately or in combination with another degree course.
- Science courses were popular with the 2008 cohort – 49 science courses have been undertaken, singly or in combination with another course - while Engineering courses were less popular than in previous years.
- 16 students are enrolled in Law degrees or Law double degrees in combination with Commerce, Economics, Arts, Science, Music or Engineering.
- An extraordinarily high number – 12 students (6.2%) are in the Faculty of Medicine and Dentistry at UWA, 10 are studying Medicine, 1 is studying Dentistry and 1 is studying Podiatry.
- The number of students enrolled in Architecture or Urban and Regional Planning courses continues at a high level: 12 students (6.2%) in 2008.
- 12 students (6.2%) were offered apprenticeships and/or TAFE study; 10 of these were CareerLink students.
- Nine students are studying at universities outside WA: three at the Australian National University in Canberra, two at the University of Melbourne and one each at the University of NSW, Macquarie University, Southern Cross University, NSW, and the University of Tasmania.
- Four students, the highest number in many years, are studying at international universities, including one in the UK, one in Canada and two in the USA.
- The School's Year 12 boarders were predominantly university-bound in 2008. 22 of the 33 students received university offers and have commenced a variety of courses including Commerce, Science, Engineering, Arts and Education. Six boarders have accepted apprenticeships.
- The two Indigenous scholarship students in Year 12, 2008, both achieved Secondary Graduation. One has commenced an apprenticeship; and one is in full-time employment in Perth.
- Of the four international students in Year 12, 2008, two are at university: One at ANU studying Law and one at the University of Vancouver, British Columbia, Canada, doing a Bachelor of Environmental Engineering degree. The other two are completing National Service in their home countries.

### University Entry

164 students (83%) were offered a university place, continuing the now longstanding trend of at least 80% of Year 12 students taking up a university place. The majority, 97 students (49%), at university are at UWA; the enrolment at Curtin University remained high with 31 students (16%) taking up places there. 15 students were offered places at Edith Cowan University, six students enrolled at Murdoch University, and two at Notre Dame University in Fremantle. These figures are comparable to the enrolment patterns of recent years.



A record number of 9 students or 4.5% of the total, are enrolled at interstate universities: three at the Australian National University, two at the University of Melbourne and one each at UNSW, Macquarie University, Southern Cross University in NSW and the University of Tasmania.

34 students, (17%) of those offered university places, have formally deferred their studies for one year to undertake a student exchange, to travel or to work.

### Scholarships

University scholarships information is presented explicitly and as early as possible in Year 12 to all students. Details of the exceptional number of outstanding university scholarships won by Year 12 students, 2008, are:

<b>Institution</b>	<b>Scholarship</b>	<b>Student</b>	<b>Course</b>
University of Western Australia	Fogarty Foundation City Scholarship	Binu Jayawardena	Medicine
	Fogarty Foundation Teaching Excellence	Luke Owen	Arts/Education
	Vice Chancellor's Award of Distinction	Simon Joseph	Medicine
	UWA Excellence Award	Simon Joseph	Medicine
Australian National University, Canberra	National Merit Scholarship	Nishant Anandan	Actuarial Science
		Ramanan Parameswaran	Actuarial Science
Melbourne University	National Scholarship	Michael Liu	Engineering
	National Scholarship	Yasuhito Nakajima	Science/ Engineering
Curtin University of Technology	2009 Hale School 150 <sup>th</sup> Anniversary Scholarship	Stephen Sherring	Commerce
Curtin University	Principal's Recommendation Award Undergraduate Scholarship	Grant Moriarty	Commerce
		Lindsay Ellis	Commerce
Franklin W. Olin College of Engineering, USA	Undergraduate Scholarship	Michael Heyns	Astronautical Engineering

### CareerLink

The School's CareerLink Programme, which enables selected Year 12 students to have one day each week per week undertaking TAFE training in Semester 1 and one day per week in the workplace during Semester 2, has again been highly effective in providing post-secondary training outcomes for participating students.

The 20 students who participated in the CareerLink Programme in 2008 are now mainly at TAFE or have an apprenticeship. Three are at university and some have entered the workforce directly.

### TAFE Entry

Of the five students offered TAFE places, two were CareerLink students. Courses in which students are enrolled are: two in Information Technology Certificates II and IV, two in pre-apprenticeship courses (Electrician & Plumbing and Gas Fitting) and one doing a Certificate IV in Plumbing and Gas Fitting.

### Apprenticeships

Twelve students have started apprenticeships in a variety of areas including: roof carpentry, mechanical, electrical, boiler-making, construction and plumbing.



## **Employment**

Eight students have entered full-time work straight from school.

## **Course and Career Advice: The School Process**

Advice to students is provided regularly during Years 10, 11 and 12 on careers, on post-school education and training generally, and on the university and TAFE courses and application procedures in particular. The process is collaborative, involving the contribution of the three school counsellors and the careers room manager, the ten Heads of Houses and the CareerLink coordinator and David Bean who coordinates the process across the school.

Activities which contribute to the course and career advice process in Years 10, 11 and 12 at Hale School include: a short course in Career Investigation for all Year 10 students, under the direction of their Heads of House; formal meetings for Year 10 and 11 students when discussing subject choice with Heads of House; these meetings include discussion of post-school course and career preferences and aptitudes; compulsory information and explanation talks on university and TAFE entry are given by David Bean; a series of lunchtime talks, optional for students, given by university representatives and other speakers on career opportunities runs on Thursdays with one of the new Library classrooms providing a outstanding venue; information sessions and assistance with the actual on-line application process itself, to university and TAFE, is provided for small, common interest groups such as international students, boarders and TAFE applicants. The process is flexible and aims to meet the very different needs of individual students.

## **3. Satisfaction**

### **3.1 Parent, student and teacher satisfaction**

Communication between the School (teachers and administration), parents and students is ongoing. The pastoral care and academic leaders within the school are in constant contact with parents and vice versa regarding issues that may arise, are likely to arise or have arisen. Issues of dissatisfaction are raised in these or other forms of communication that take place on a daily basis. Informal surveys are undertaken by teaching staff on a regular basis, exit surveys and interviews form part of the feedback mechanisms for the School. The Parents' and Friends' Association is another vehicle for feedback.

In June 2007, an audit of student perceptions about the social and learning environment was undertaken. The results have been used to gauge student satisfaction and address issues of significance that arise. Areas that have been highlighted for ongoing focus:

- Provision of a wider diversity of opportunities for leadership by students in the senior School
- Greater emphasis to be placed on developing a deeper understanding of cultural differences and diversity
- Regular and more effective day to day processes to be found to applaud the efforts of the students
- The transition of boys from Yr 7 → 8 and Year 10 → 11
- Provision of strategies for Junior School staff to increase quiet and reflective time for students
- Greater assistance in the Junior School when students claim they have a problem at school – eg the role of the Counsellor and Chaplain
- Develop a Parent Leadership Course to inform parents about ways they can assist in their child's education including information sessions, resource library
- Enhance strategies in the Junior School that promote active listening and positive social interaction amongst students

Whilst never complacent, the level of satisfaction in the wider community can be measured by the significant demand for enrolment places that is evident.

**SECTION 4.E**  
**ANGLICARE**  
ANNUAL REPORT 2008 - 09

# Reporting against the Strategic Plan

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The overwhelming strength of Anglicare Australia is that its advocacy work is firmly anchored in the actual work of member agencies and the day-to-day lived experience of their clients.

From this it makes sense for our strategic goals to focus on national advocacy; engaging and strengthening the Anglicare network; and developing strong relationships with the Anglican Church. It is often hard to separate these goals — they support each other and work done in one area contributes to the others. The clear belief of Anglicare agencies that there is more to supporting people than simply meeting their immediate needs entails speaking out and providing a strong voice for Anglican care in Australia.

## Strategic Goal One

*To influence the national social policy agenda by having a strong advocacy voice informed by research and by engagement with the Anglicare member agencies and the Anglican Church.*

Anglicare Australia has had a busy year, dominated by the sector's response to the global financial crisis. The Rudd Government's desire to consult widely, and Anglicare Australia's growing profile, have combined to provide many opportunities for Anglicare to use its voice.

## Partnerships in advocacy

Anglicare Australia joined with Catholic Social Services Australia, The Salvation Army and UnitingCare Australia, to form an alliance for advocacy — the Major Church Providers.

This group commissioned Access Economics to produce a report examining the effect of the global financial crisis on Australians with low incomes and also on the organisations which support and serve them. This report was launched at a summit at Parliament House



Major Church Providers meet Opposition leaders

in November 2008 and gained substantial attention from the offices of the Prime Minister, Deputy Prime Minister and the Minister for Families, Housing, Community Services and Indigenous Affairs.

Recommendations from that Summit included the formation of a Community Response Taskforce to work with government on the effects of the crisis on people on low incomes, with funding of \$300 million targeted to disadvantaged people.

The Major Church Providers subsequently held forums on employment services, financial well-being and emergency relief. These brought the experience and expertise of providers from across the four networks together with government ministers and their staff to discuss and advise on areas of developing policy and service.

The Church groups providing aged care jointly commissioned another report from Access Economics on the true cost of High Care. This report is being used by both government and the media as a seminal work in the area, pointing out the need for changes in how we fund and provide our aged care services.

Partnerships are of great importance to Anglicare Australia. Others we are involved with in advocacy include the Coalition for Safety of Children; ACOSS; Community Response Taskforce; and Telstra's Low Income Measurement Assessment Committee.

Among the many boards, committees and councils on which Anglicare Australia members are represented are:

- ▶ National Aged Care Alliance
- ▶ Ministerial Council on Ageing
- ▶ Consumer Directed Care Group
- ▶ Community Care Quality Reference Group

## CEO Forum

This year a full agenda and the number of ministers and national leaders wishing to meet with the CEO Forum required a two-day format. The second day concentrated on advocacy. On that day in Parliament House, we held meetings with:

- ▶ The Hon. Kevin Rudd MP, Prime Minister.
- ▶ The Hon. Wayne Swan MP, Treasurer.
- ▶ The Hon. Jenny Macklin MP, Minister for Families, Housing Community Services and Indigenous Affairs.



The 2009 Forum members

- ▶ The Hon. Tanya Plibersek MP, Minister for Housing, Minister for the Status of Women.
- ▶ The Hon. Justine Elliot MP, Minister for Ageing.
- ▶ The Hon. Malcolm Turnbull MP, Leader of the Opposition.
- ▶ The Hon. Tony Abbott MP, Shadow Minister for Families, Housing, Community Services and Indigenous Affairs.
- ▶ Senator Rachel Siewert, Greens Senator for Western Australia and Greens spokesperson on Indigenous issues, family and community services, welfare, employment and workplace relations, disabilities and housing.
- ▶ Senator Steve Fielding, Family First.
- ▶ Mr Mike Mrdak, Commonwealth Coordinator General and Deputy Secretary, Department of the Prime Minister and Cabinet,

The format of each of these meetings allowed the politicians to hear a little about the strengths of the Anglicare network and engage in conversation about specific issues of concern.

## Meetings with parliamentarians

The CEO Forum builds on a year of working with government ministers and shadow ministers, national leaders and their offices and departments. Anglicare Australia has been able to meet regularly with those involved in relevant portfolios and we enjoy an honest relationship with both advisers and officials.

## Consultations and submissions

We have been involved in working with the federal government in the taskforces and consultations on a National Framework for Child Protection; on the National Compact with the community sector; and on changes to emergency relief funding.

We have provided a great many submissions to inquiries this year. These include the Henry Review into the taxation system; the Green Paper on homelessness; the Productivity Commission inquiry into the contribution of the not for profit sector; the Pension Review; the reform of the retirement income system; the National Hospitals and Health Reform Committee; and the Senate inquiry into the disclosure regimes for charities and not-for-profit organisations. All documents can be found on the Anglicare Australia website.

## Community Response Taskforce

Anglicare Australia has been appointed to the Community Response Taskforce convened by the Deputy Prime Minister. This group will spearhead the government's attempts to ensure vulnerable people are not disproportionately affected by the recession.

## Creative Tension — State of the Family 2008 Report

Anglicare Australia's State of the Family 2008 Report 'Creative Tension

— Australia's social inclusion agenda' was launched in Anti-Poverty Week in October by Senator Ursula Stephens, the Parliamentary Secretary for Social Inclusion and the Voluntary Sector. One of

its pervading themes was the precariousness of the boom that Australia was enjoying at that point. Its publication coincided with the first official recognition that a major financial crisis was about to hit Australia.

The report attracted considerable media and political attention and added significantly to the national discussion on social inclusion.



## Strategic Goal Two

*To engage and strengthen the Anglicare Australia membership.*

The effectiveness of Anglicare's advocacy is inextricably tied to the practical experience and collaboration of the network. Both strategic goals one and two are mutually dependent and mutually reinforcing.

During the year we welcomed two new members: Victorian organisations St Laurence Community Servies and E QUBED; and one new associate member, the Auckland-based Anglican Trust for Women and Children. Existing members continue to strengthen their involvement and commitment to a vibrant network.

## Special Interest Networks

Special Interest Networks are a vital part of Anglicare Australia. Participation enables people to discuss ideas, policies, documents and practice with those who have shared values, in a non-competitive environment.

The warmth of the collegiate support in these networks is tangible. Over the year there were face-to-face meetings of the Aged and Community Care Network; the Human Resources Network; the Chaplaincy and Pastoral Care Network and the Marketing Network. The Family Relationships Network held a professional practice symposium.

New networks were or are being established in Emergency Relief and Risk Management.

## Conference



Robert Fitzgerald chats with delegates

In September the Annual Anglicare Australia Conference was held in Sydney. The number of delegates was the highest ever, some 200 compared with a previous average of 135. The keynote speakers — Robert Fitzgerald, Professor Alan Hayes, Sharan Burrow, Dr Sev Ozdowski and Monsignor David Cappo — set the tone for a truly challenging conference on social inclusion.

## A national identity

Taking advantage of the enthusiasm and expertise of the Marketing Network, Anglicare Australia has been working hard on developing a national awareness campaign. In collaboration with Boilerroom Communications, we have devised the central theme that Anglicare serves one in 40 Australians. This theme was endorsed at the CEO Forum and will develop into a communications campaign over the next year.

## e-news

Our monthly newsletter continues to promote advocacy in its editorial, along with news about the network and its activities and federal policy and services issues.

## Telstra

Recognising the role of telecommunications in people's lives as a necessity for inclusion rather than a pure luxury, Anglicare Australia continues to work with Telstra on the Low Income Measure Assessment Committee and as a distributor of vouchers to help people pay their phone bills.

## CEO Forum

An important part of the CEO Forum was a discussion of possible elements of the new Strategic Plan. Written for the period 2006–09, the current plan is due for renewal at the AGM in September 2009. As 20 leaders from the network appraised the plan and talked of our vision for the future, it became clear how far we have come and the key strengths on which we may build the future.

The two-day format also presented extra networking opportunities, including a dinner with the guest speaker, Productivity Commissioner Robert Fitzgerald.

## National partnerships

A national body provides a focal point to which other national bodies can relate. This year we have worked with the Financial Planners of Australia to bring together their members' pro bono commitments and the needs of our clients.

In a similar vein, we have teamed up with the National Dental Foundation to bring together the pro bono work of their dentists and the needs of our clients. We are also working hard with this group to bring about some co-ordination funding from government so that more of the pro bono dental hours can go into work for Anglicare clients.

## Australian Community Services Industry Group

Anglicare Australia, along with six other national community service providers, has formed the Australian Community Services Industry Group (ACSIG). The aim of the new body is to provide a national voice from an employer perspective on industry issues affecting the delivery of social services to disadvantaged and vulnerable Australians.

Through ACSIG, and in partnership with ACOSS, we will:

- ▶ Identify the key issues affecting service delivery and the community sector's longer-term sustainability: examples include the adequacy and sustainability of funding, workforce supply, retention and skills.
- ▶ Ensure the shared concerns of members are represented to government and other key decision-makers.
- ▶ Influence government policy and practice that have an impact on the effectiveness of community service delivery, such as regulatory requirements, administrative compliance, and funding accountability.
- ▶ Act as an industry representative body for governments, unions and employees seeking to address shared concerns in the social services sector.

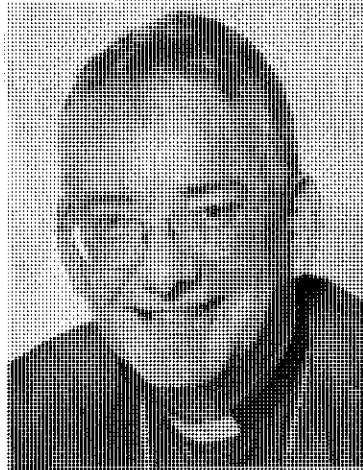
## Strategic Goal Three

*To develop strong and positive relationships with the Anglican church at all levels.*

Anglicare Australia has enjoyed an active working relationship with the Public Affairs Commission of the Anglican Church. The Commission has worked on numerous issues, many coinciding with Anglicare Australia's policy priorities. Indigenous issues and the Northern Territory Intervention in particular have occupied much time, with the Commission robustly expressing its view to Minister Macklin. Climate change and the effects of a growing human population have also been given consideration, with the Commission writing to the Minister for Foreign Affairs requesting the removal of the previous government's condition on aid that precluded funding family planning.

Chair Ray Cleary, CEO of Spiritus Don Luke and Executive Director Kasy Chambers held a meeting with the Primate, Phillip Aspinall, to inform him of Anglicare Australia's overall progress. Among issues discussed were Anglicare's ability to share its information with the Bishops and, through them, the Church.

Dr Cleary also presented the 2008 John Roffey lecture, given in memory of John Roffey, the late CEO of Anglicare South Australia. In his talk, 'To Tango or to Tender', Dr Cleary considered the tension between governments' growing view of our agencies as 'providers of government services' and the broader role of the mission, history and faith that our members bring.



Archbishop Phillip Aspinall

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# RESPECT

**SECTION 4.F**  
**ANGLICAN CHURCH OF AUSTRALIA: PARISH OF CHRIST CHURCH, HAWKER**  
**ANNUAL REPORT- FEBRUARY 2008 TO JANUARY 2009**

**Anglican Church of Australia**  
**Parish of Christ Church Hawker**  
**Annual Report – February 2008 to January 2009**  
**Presented to the AGM Tuesday 10 February at 7pm**

## **1 OVERVIEW**

Rev. Guerin Tueno joined the parish as a part-time deacon with responsibility for Family and Youth Ministry in early March 2007 and was appointed Rector in December 2007 after his ordination as priest.

The steady decline in attendance that has been evident over the past few years continued in 2008. However, in the last couple of months of 2008 an increase in average weekly attendance has been noticed.

A significant development in 2008 was the commencement of the Coffee Op Shop one Saturday each month. This has been an attempt to open the church on a regular basis to engage with the local community. Over the time that the Coffee Op Shop has been operating a number of people have become regular visitors. It is hoped to build on this work in 2009 by commencing a regular monthly activity in the main Hawker Shopping Centre.

Although a number of faithful, older members of the parish have moved away during the year we have gained several new committed members. The children's area has been used on a regular basis and parents have commented on how this makes bringing children to services easier than it was previously.

The parish continued to provide a wide range of ministries throughout the year. These are reported under the five headings; Worship, Outreach, Education, Pastoral Care and Material Resources.

Despite an increase in offertory giving and prudent control of expenses the parish experienced a deficit in its normal operating account in 2008. Generous financial support was received from parishioners throughout the year and especially when the existing electronic piano failed unexpectedly and when it was discovered that the leadlight window above the sanctuary needed maintenance. Full detail of the parish financial position is provided later in this report.

## **2 WORSHIP PROGRAMMES - PRAISING GOD TOGETHER**

### **2.1 Rector and Warden's comments**

#### **Sunday Worship**

The principal service on Sunday morning continued to be the standard APBA based Second Order Holy Communion at 8am. Once a month the 8am service used the APBA First Order Holy Communion service.

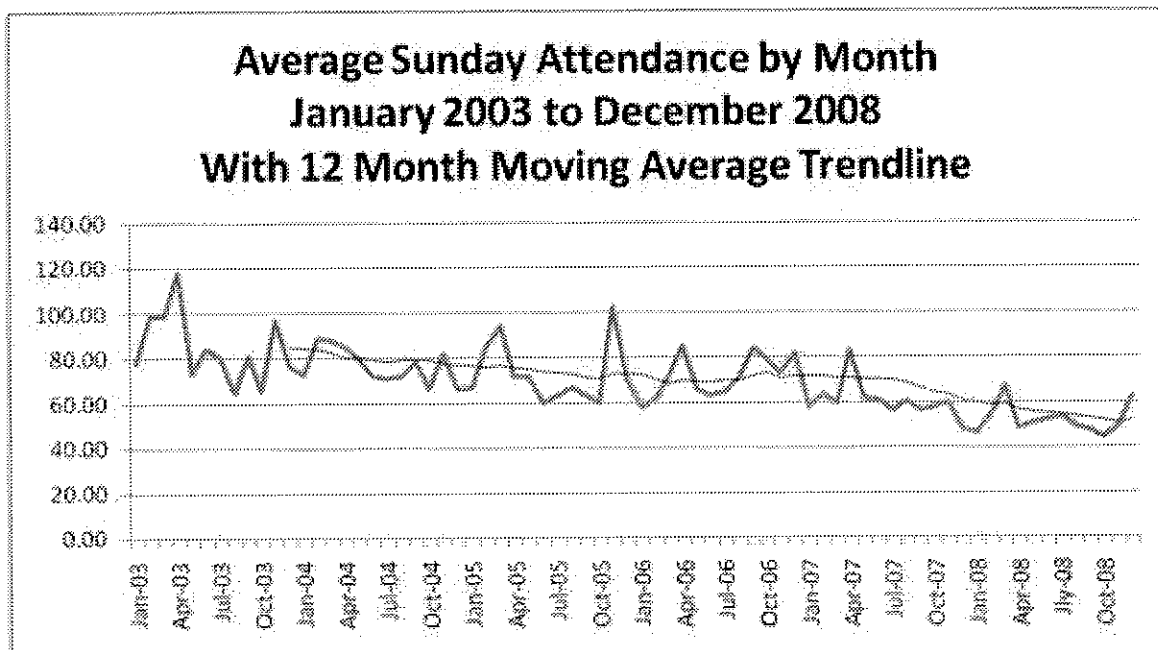
For several years the parish has discussed ways to make the 10am service more accessible to people who do not have a strong church background. In 2008 the 10am service was moved in a significant way to offer a genuine alternative service format based on the more contemporary APBA service of Third Order Holy Communion alternating with the APBA Prayer Praise and Proclamation service week about.

The Rector has sought to give shape to the teaching program with 2008 having the theme of "The People of God". In 2009 Guerin has built the preaching around "Being Right with God"

Attendance at all services has continued the downward trend evident in previous years although there was a noticeable turn in this trend in November and December 2008. The graph below shows the average total Sunday attendance over the past few years with a rolling trend line.

Year	Sunday Total	8am	10am	Wednesday
2003	86.4	37.7	48.6	
2004	76.6	32.2	43.8	16.7
2005	72.1	28.8	39.5	13.9
2006	73.5	30.5	42.5	13.3
2007	60.6	28.6	31.4	11.2
2008	52.2	25.6	26.6	11.5

Table 1 – Parish worship services average attendance based on the full year records.



Music is an important aspect of our worship and it was necessary to purchase a new electronic piano during the year when our old instrument (purchased in 1992) unexpectedly failed.

We continue to be grateful to our dedicated group of musicians who play for services. Finding new musicians has proved to be a very difficult task and many of our services rely on the use of the pre-recorded computerised method of playing the instrument. Again we are grateful for all the work that has gone into recording tunes for this purpose, our collection now runs to some 300 tunes.

A group of singers have formed a choir on significant occasions during the year to participate in worship. This has enhanced the worship and built strong fellowship links between those who have participated in the choir. Our thanks go to this group and those who have led and supported them.

The parish Fellowship Breakfast at 9am has been a great success with most people staying after the 8am service for coffee and toast and a chat. Unfortunately the hope that people attending the 10am service would come early and join in has not been realised. However, the morning tea after 10am is well attended.

#### **Mid-week Worship**

Several mid-week worship services are held.

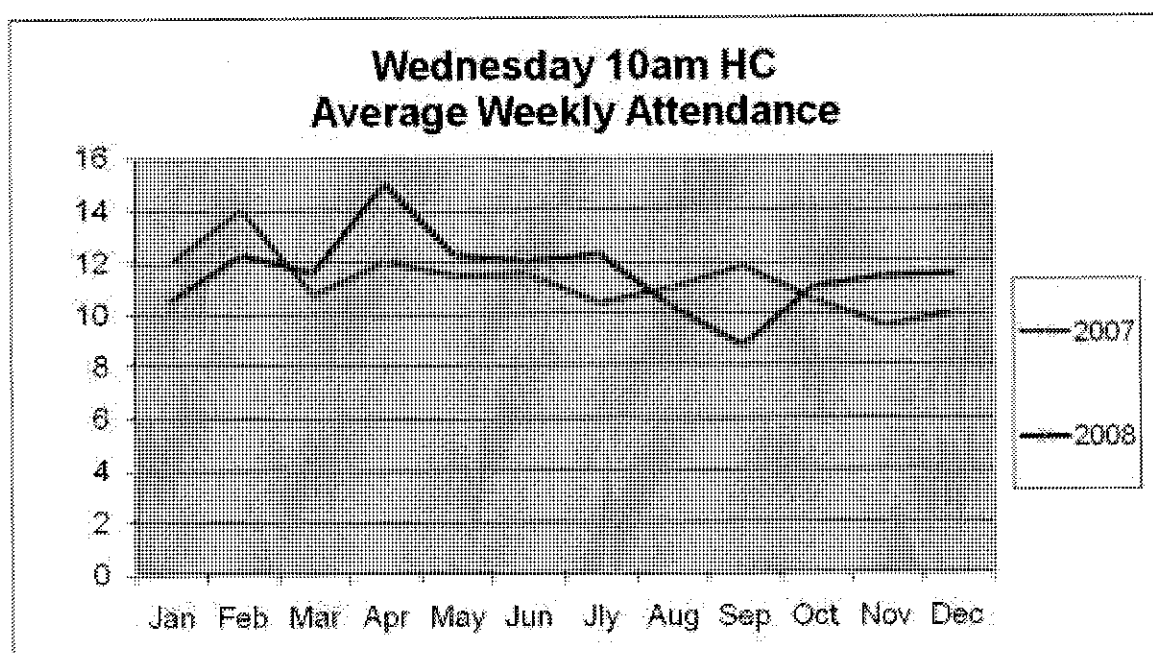
The Monday prayer group meets faithfully but is not well attended.

Monday evening Cafe Church is tailored to attract "Generation X and Y". The group has grown during the year and now consistently attracts around 12 people each week who share a meal and participate in Bible based discussion and prayer. Guerin has asked Cafe Church to consider future ideas and formats if the group continues to grow.

The Wednesday morning 10am Holy Communion has dwindled in number over the years but has grown slightly in the latter months of 2008.

Two Holy Communion services are held each Thursday for the residents in the hostel and nursing home at Ginninderra Gardens. The parish is supported in this work by a grant from Anglicare. Due to some management changes at Ginninderra Gardens the hostel service was moved to the nursing home chapel mid-way through the year. The parish employs a part-time chaplain to assist the Rector with the work at Ginninderra Gardens.

Home communions continue to be a significant part of the Rectors work with regular home visits to many parishioners who are ill or unable to come to church.



**Christmas and Easter**

Both of these occasions saw an increase in attendance over 2007. Total attendance at Easter services was up 5% and total attendance at Christmas services was up 10%. The biggest single increase at Christmas was in the children's service at 6pm on Christmas Eve which saw an increase of 11. The service at 11pm on Christmas Eve was up by one and Christmas Day was up by 9.

**2.2 Monday Morning Prayer Group**

A small group of parishioners meets every Monday morning at 10am (except on Public Holidays) for about an hour of devotions involving readings, a morning psalm, some brief liturgy and most importantly prayers. We conclude with a chat over a cuppa.

The group began three years ago, mainly for men, but over time, the numbers have ranged from 3 to 6 or 7, and any member of the congregation is invited and would be made very welcome.

Prayers are offered encompassing parish, local community, and wider world issues, but our main focus is on thanking God for all His blessings to us and seeking His guidance on parish policies, parish planning, parish activities and particularly praying for members of the parish who are in need of

prayer. No group member is required to pray openly, and usually one or more members take a lead in praying, to which all can respond.

Our prayers are a combination of praise for what we have received, prayers for parish programmes and activities, and a deliberate seeking of God's will in how we fulfill our parish mission of knowing God individually and collectively, and how we make His name known in our community through loving care and service to others.

We strongly believe in the power of prayer and we encourage all members of our parish to pray daily, and be encouraged in our journey of faith together in building our personal and community relationship with God each day and for always.

Group members have been reviewing what we have been doing each week, and we are questioning our meeting time, how to encourage more participants, perhaps extending to other mornings or late afternoons, and other ways where our congregational members may be involved in group prayer. Your comments and suggestions are welcomed.

May God in His wisdom bless us all in the year ahead.

Peter Croker, David Dillon, Wayne Harris

### **3 OUTREACH PROGRAMMES - SHARING CHRIST WITH OTHERS**

#### **3.1 Rector and Wardens' Comments**

In 2008 the parish commenced a Coffee Op Shop on the first Saturday of the month. This drew a number of people and made the church more visible to the local community through signs and banners. To build on the success of this it is intended to run another regular activity this time in the shopping centre precinct once a month.

The parish also supported the combined churches outreach BBQ at the Belconnen Town Centre.

Two outreach events at the church were the Community Hymn Fest and the Christ Files DVD series of discussions. Letter-box drops were done in Hawker and Weetangera to advertise both of these events.

Letter-box leaflet drops were also done to promote the Easter Services, the Parish Fete and the Christmas Services. For the Christmas services all five suburbs were covered and special signs displayed on Belconnen Way. The main church sign was moved to a more prominent position on the corner of Beetaloo St and Belconnen Way and is now well positioned for the display of temporary banner signs for special events. It is planned to use this feature more often in 2009.

For the first time a group of students from Wollongong University Christian Union visited the parish to conduct a "Mission". Several activities were organised including a children's party and carol event, door knocking, collecting for Anglicare, participating in the Coffee Op Shop and visiting residents at Ginninderra Gardens. It is intended to develop this relationship with Wollongong University students and to hold another "Mission" in 2009.

The Rector's observation to Council during the year was that evangelism all too easily drops off the agenda until we find our number's declining. Mission is part of our life-blood and identity. It is the church's core business (Matthew 28 16-20), We have been good at publicity, but need to learn afresh how to talk to people about Jesus. The input and enthusiasm of friends from Wollongong in this area was particularly encouraging and challenging.

#### **3.2 Craft Group**

We meet each Friday during term time at 9.30am until 11.30am and enjoy our time together. A few of the group occasionally attend a craft workshop or two during the year and are happy to share/show different items of craft they may have learnt.

We again contributed items to the Operation Christmas Child and from our "tea" money were able to provide money for the postage of four boxes.

The craft stall did well at the fete and my thanks to all the members who worked hard to put on a good show of craft in May.

Sadly, Edeth Boshier, one of our members for the last six years, died and we shall miss her company very much. Even when on some Fridays she would be quite unwell she would still come because she liked the company! I was asked by the family to help with sorting Edeth's craft room. The likes of our own craft group, the "Quilts for Others" sewing group (Canberra Quilters), the coordinator for the Christmas boxes (materials and lace etc.) Page Baptist Church and the knitters in our congregation all benefited from her "stash" of craft. We thank the family.

In December I caught up with Norma Wrigley and she wished to be remembered to all our members. She said she misses us all!

We had one new lady join this year but would welcome more and, even if it's not for any ladies in our congregation, maybe you know of someone who would like to join us.

Sheila Brimmer (Coordinator)

### **3.3 Link Missionaries**

Our CMS "link missionaries" are Peter and Lynne and their daughter Abby. They were commissioned in February and are now serving in south-east Asia.

During the year we maintained our connection with Peter, Lynne and Abby through their prayer letters and some personal communications. As well we maintained our connection with CMS by hosting the "Canberra Mission Encounter" in September.

### **3.4 Operation Christmas Child**

This year the parish was able to send 80 "shoe boxes" to Operation Christmas Child. Various groups and individuals contributed boxes and postage. In addition others provided specific materials to go into boxes and there was a Saturday morning working bee to make up a number of boxes. Many thanks to all those who contributed to this unusual outreach programme.

## **4 EDUCATION PROGRAMMES – LEARNING FROM EACH OTHER**

### **4.1 Rector and Wardens' Comments**

Our education programmes continue on a very limited scale. EfM and KYB continued as the main ongoing education programmes together with some one off events such as the Christ Files DVD and discussion.

The parish does not have a strong tradition of home based study/fellowship groups. This is something that could be developed further.

### **4.2 Education for Ministry (EfM)**

EfM is a four year course of theological education that is run as a joint activity between Christ Church Hawker and Holy Covenant Jamison. In 2008 we had nine members, four from Christ Church, five from Holy Covenant and one from St Barnabas Charnwood.

## **5 PASTORAL CARE PROGRAMMES - CARING FOR EACH OTHER**

### **5.1 Rector and Wardens' Comments**

This year the "Care Group" continued to work hard to ensure that pastoral care activities were maintained. The parish owes much to the dedicated work of the core members Jean Dillon, Jenny Nairn Sylvia Sutherland and Graeme Mayo. Without the dedicated work of this group and the many volunteers that they mobilise the work would not be possible.

The pastoral care work also continued at Ginninderra Gardens with a small group of dedicated volunteers who assist with services and visiting the residents. Pastoral visits are made to each resident

by carers and note taken of any worries they may have. Relationships are made and residents and carers benefit from these.

Discussions have commenced with Anglicare regarding a formal Anglicare- Christ Church partnership agreement that would formalise the work we do at Ginninderra Gardens as well as the Coffee Op Shop and future possibilities in wider community engagement. One of the aims of this would be to develop a recruitment and training programme for volunteer pastoral visitors at Ginninderra Gardens.

## **5.2 Pastoral Care Team**

During 2008 the Care Team held monthly meetings from February through to November. Meetings were held in the homes of committee members and commenced with a time of devotion and prayer led by one of the Care Team.

General business included monthly progress reports from the coordinators of the Op Shop, Telecare, Bolognese Bank, Prayer Chain and Pastoral Visitation and the planning and organizing of a variety of parish outreach social events for the year. The calendar of outreach social events included Sunday Club luncheons, an Asian Dine Out evening, a Comedy Film evening, a Soup, Toast and Trivia Night, a Wine and Cheese Evening and the 1<sup>st</sup> Saturday of the month Coffee/Op Shop all of which received strong support from parishioners and their friends. The Care Team acknowledges the interest, support and cooperation from members of the parish. Thank you and we look forward to increasing support and outreach throughout 2009.

Jean Dillon

## **5.3 Coffee Op. Shop**

The Care team began a new venture this past year - the 'Coffee/Op Shop' - which started the beginning of March and was held the first Saturday of the month through to December. This was meant to be a form of outreach as well as a fund-raiser for the church and possibly a fund-raiser towards our building project and so far we have averaged \$200 per month in sales and donations throughout the year.

We have appreciated the volunteers who have been rostered on each month and have helped set up on the Friday afternoon prior to the Saturday morning, as well as serve morning teas and help with the sale of goods.

The 'Coffee/Op Shop' has been held mainly in the narthex and in the entrance area of the church and because of this, we need to set up by bringing all items out from behind the screens in the church and then pack everything away again afterwards.

We are now under the Anglicare umbrella for this venture. which means that we are covered with insurance, etc. during the running of the shop. Our aim has been to offer clean and well presented items for sale and we move 'things' on after 3 months of not selling, into an Anglicare bin for further sorting. People are coming back to buy, as they see the quality of our goods and that becomes known!

We have also made a few contacts during our morning tea sessions and it has also proved to be a good social gathering for our own members. We plan to continue throughout this year in much the same way!

Jenny Nairn

## **5.4 Telecare**

The Telecare group continues to play an important role in the life of our church. It provides an effective means of letting people know what is happening at different times during the year. Equally as important is the channel it provides for people in the congregation to pass on information about their needs or situations to the Telecarers.

In 2008 we modified our approach to Telecare. In particular, by focusing on people who for a variety of reasons, do not regularly attend church, we were able to make more efficient use of our resources.

Many thanks to the loyal and dedicated group of Telecarers.

Graeme Mayo Convenor

### **5.5 OKAY's**

In 2008, our numbers were reduced but the remaining members met on the second Wednesday of each month and enjoyed each other's company and the activities arranged by the coordinating group. We meet at members' homes.

Speakers this year included a podiatrist, an Olympic swimmer, a speaker on food standards, and speakers who had visited Vietnam and China. Members arranged a quiz, gave book reviews and knitted squares for two rugs which were donated to Anglicare.

Donations this year were made to the church for pottery flower containers (to replace the old brass ones) and to Anglicare for the Christmas Child project.

In the winter months we enjoyed our usual lunch at the Yacht Club and afternoon meetings with a traditional afternoon tea in a member's garden.

We concluded the year with Christmas Dinner. Unfortunately Father Christmas was sick and unable to attend this year.

A happy and productive year!

If you require any further information on this report please contact Barbara Carver on 6278 6535.

Wendy Boxall

### **5.6 Transport Report**

Our volunteer team has done a sterling job throughout the year and we extend a hearty vote of thanks to those who are on the team.

At the moment there are only two parishioners who avail themselves of this service. Please feel free to discuss any requirement with me.

Tony Patrech Co-ordinator

### **5.7 Prayer Chain**

The prayer chain has been activated a fair number of times this year and all those in the chain have benefited from being a part of it. However there is always a need for more people to join this ministry. If you would like to be a part of this vital ministry please contact me on Phone 6254 6720.

Sylvia Sutherland - Co-ordinator

## **6 MATERIAL RESOURCES - CARING FOR GOD'S GIFTS**

### **6.1 Wardens' Comments**

In general our physical resources are in good condition and suitable for the basic work of the parish. However the age of the facilities means that there are and will be a growing need for maintenance or replacement of specific items.

In 2008 the parish set a number of priorities for capital development. Of these the signage on Belconnen Way was the only one achieved in 2008.

Significant maintenance undertaken in 2008 included retiling of the bathroom in the Rectory, repairs to the rear deck at the Rectory (further work on the deck is required). Due to some unexpected complications the planned work to stabilise and protect the lead light window over the sanctuary was not done in 2008, but it is intended to have this work done as early as possible in 2009.

Our thanks go to Richard Blacksell, Lindsay and Jenny Gilchrist for their continued work in attending to maintenance issues.

In 2008 a car replacement reserve was commenced and \$3,000 was provided for this purpose.

The unexpected failure of the musical instrument in August highlighted the fact that the parish does not have a general equipment replacement reserve. Generous special donations were received that enabled a new "top of the range" musical instrument to be purchased and we are very grateful to all those who contributed to this.

Following the experience with the musical instrument the parish council undertook a review of parish equipment and has intends commencing an equipment replacement reserve in 2009 to ensure that we are providing properly for the ongoing operation of the parish.

An important part of our parish infrastructure is the regular Sunday Pew Sheet. This is the main form of communication within the parish and is an important first point of contact with visitors. We are greatly indebted to Mandy Proctor and Bryce and Anna Davy for their dedication in composing the Pew Sheet each week and to John Scarano for printing and folding it in time for the 8am service each Sunday. These are jobs which are not often noticed but without which the parish would not function.

Thank you also to Ros Goodwin for her wonderful work in designing and maintaining the parish web site. For those with access to the internet the address is: [www.christchurchhawker.com.au](http://www.christchurchhawker.com.au)

Finally we would also like to thank Jane Harris, Don Sutherland, Irene Thomas and all those who assist with the finances, collecting counting and banking the money and keeping the records.

## **6.2 Gardening**

2008 was another challenging year for the church gardens; lack of good rain for many months was an ongoing issue. Our devoted band of gardeners, however, did their best to make the gardens neat tidy and colourful.

The "Gardening Gurus" also very much appreciated the morning tea which the Coffee Op-shop provided. Fellowship over a cup of tea/coffee and some cake or slice is a valuable part of the gardening activities.

Thanks to everyone who helped during the year.

Graeme Mayo Convenor

## **6.3 Fete**

Our annual fete held on the second Saturday in May last year was very successful with proceeds amounting to around \$6,000. The success of our fete is largely dependent on everybody working together and the many hands willing to participate! Apart from the work involved, the annual fete provides a wonderful opportunity to socialise with others from our church. I know it is a lot of hard work but the 'once a year' effort is very well worthwhile and I do appreciate the dedication of all those involved! Once again, many thanks to you all (the fete can't run without your help!)

Jenny Nairn - Fete Convenor

## **6.4 Trailer Report**

There has not been much call for use of the trailer during the year. However, when it is needed the borrowers have been very grateful.

The trailer is in good condition. However, the holder for the registration label came adrift and will need to be replaced.

Tony Patrech Caretaker

**SECTION 4.G**  
**PARISHES OF ST CLARE & ST FRANCIS XAVIER**  
**PARISH SURVEY 2007 REPORT**

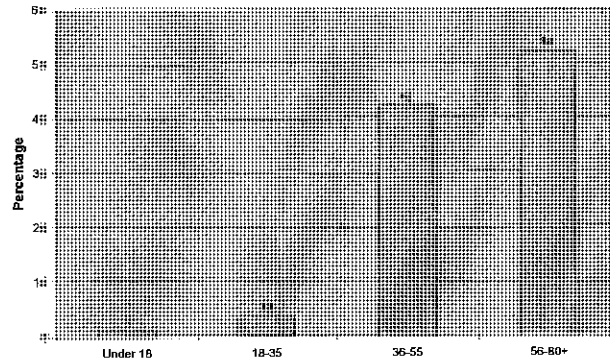
## Parishes of St Clare & St Francis Xavier - Parish Survey 2007 Report

A Parish survey was completed in 2007 to establish the needs of the parishioners from St Clare's and St Francis Xavier. A response rate of 182 (which represents approximately 20% of all parishioners) completed survey. The results were collated and a report was finalized presenting all the data collected from the survey. This report will present a summary of the survey results. Should parishioners wish to view the entire document, copies can be obtained from the Parish office.

### Demographics:

The greater majority of responses were received from parishioners from the 56 – over 80 age group (52%) with a 42% response rate from the age group 36 – 55. A response rate of 3.5% and 1% was received from the age groups 26 – 35 and under 18 respectively. The majority of those responding were female parishioners (75%). The greater majority of parishioners have lived in the parish for more than 30 years (34%), with 11% and 23% of parishioners having lived in the parish for more than 20 years and 10 years respectively.

**Table 1: Responses by Age Group**



### Mass Attendance:

The church that people attend Mass is St Francis (73%) and St Clare's (25%). The Mass attended by the majority of parishioners is the Sunday 9.30 am Mass at St Francis, with 58 % indicating that they attended Mass on a weekly basis. The 7.30am Mass on a Sunday had the lowest attendance rate (5%).

### Cultural Groups:

The majority of parishioners are Australian(73%) with representation from Asian, Italian, Chinese, European, UK, Africa and Greek communities.

The following results have been reported by combining the responses for agreed / strongly agreed (reported as agreed) & disagreed / strongly disagreed (reported as disagreed).

### Faith and Faith Education Activities:

Eight four percent agreed that opportunities were provided in the parish to deepen their faith with 70% indicating that they were satisfied with Faith Education activities although only 49% felt that these activities took into consideration all age groups. While 70% felt that Franciscan Spirituality was important to them, only 64 % indicated that they understood the concept. Sixty eight percent of parishioners indicated that they would be willing to support new Faith opportunities provided by the parish.

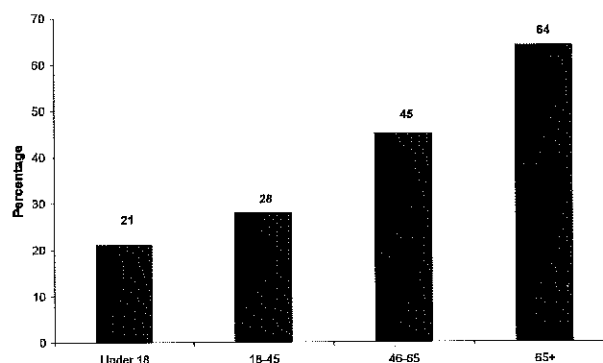
### Liturgy:

The majority of parishioners agreed that they were satisfied with the format of the liturgy (74%) with 59% agreeing that a diverse range of liturgical experiences were provided to enrich their faith. The Sunday homily is an enriching experience for 72% with 75% indicating that the homily is relevant to their life. The children's liturgy is seen as an important part of Sunday Mass (78%). Most felt that the use of taped / CD music was a viable alternative to live music (75%) as many considered music to be an important part of the liturgy (84%). Most parishioners felt that the parish provides adequate access to devotions such as Adoration (76%).

### Parish Community:

The majority indicated that they felt welcomed and included in the Parish community (87%) and felt that the Parish does reach out to the wider community (72%) while only 58% felt that this includes reaching out to disadvantage groups. Only 57% felt that the Parish is welcoming to non practising Catholics and non Catholic people in the Parish community with only 57% agreeing the Parish actively seeks to encourage non practicing Catholics to return to their faith. 72% felt that social aspects of Parish life were important to them and indicated that that they would be prepared to support Parish social and community activities.

**Table 2: Pastoral Needs Being Met by Age Group**



With regards to whether the pastoral needs of the various age groups are being met, the following results were received (agreed with the statement: youth (21%), 18 – 45 (28%), 46 -65 (45%); 65 & over (64%). It was felt that the needs of the sick are being met (63%) with the Parish hospital visitation program meeting the needs of the Parish community (60%). While 38% felt that the parish needs more pastoral workers, only 42% of indicated that they would be willing to assist with pastoral activities.

**Social Justice:**

Active involvement in areas of social justice was supported by 70% of the parishioners with 60% indicating that it is the role of the church to provide education with regards to social issues. Only 36% indicated that they would be willing to be involved in social justice activities. The majority agreed that the Parish community seeks to serve those in need (84%). East Timor support was felt to be important for 74% with 65% indicating that the role of the Parish is to support indigenous groups and needy groups (45%).

**Lay Leaders in the Parish**

With regards to some liturgies being led by lay ministers, only 54% agreed with this statement (26% neither agree/nor disagree). Fifty four percent felt that there are enough roles in the church for lay people to become involved with the consideration of providing appropriate training for them to be able to participate in these roles (73%). Only a small number indicated that they would like to be given the opportunity to lead the liturgy (13%) and that sufficient training should be provided for lay ministers in the Parish (30%).

**Sacramental Programs**

63% felt that the Baptism program meets the needs of families with 69% agreeing that preparation for the Sacraments is meeting the needs of the community. Most people (75%) felt that parishioners should be offered a variety of educational programs with only 48% agreeing that the RCIA program meets the needs of the Parish community. Overall, it was agreed that the Sacramental programs offered by the Parish are adequate in meeting the needs of the community (64%).

Many agreed that adequate access was being made available to the Sacrament of Reconciliation (79%). Only 48% indicated that they would continue to attend this Parish regularly in the absence of a Priest with 61% indicating that they would attend a neighboring Parish and 60% indicating that the involvement of Priests in all ministerial aspects of the church is important. The Parish staff was found to be welcoming and helpful (85%) with the care and leadership offered by the Pastoral Associate meeting the needs of the Parish (50%). A majority of people (81%) agreed that a Priest has provided spiritual support when required and that the Parish was meeting the needs of its parishioners (78%). Only 63% indicated that leadership was being provided by the Parish Pastoral Council (PPC) with 62% agreeing that the PPC was doing a good job in terms of visibility and approachability. Many felt that the relationship with St Francis Xavier school was strong and vibrant (65%).

**Maintenance:**

With regards to church building maintenance, 66% felt that St Francis Xavier building is being well being maintained with only 50% indicating that St Clare's building is being well maintained. Parking was felt to be adequate at both St Francis Xavier (74%) and at St Clare's (57%). With regards to the sound system enhancing the parishioners participation in Mass, 68% and 41% agreed (St Francis Xavier and St Clare's respectively). Heating and cooling was rated lower for both churches (54% agreed for St Francis Xavier with only 32% agreeing for St Clare's). While 73% felt that the Parish Hall at St Francis was being well maintained, only 34% agreed about maintenance of St Clare's hall

While some of the issues that have been reported are not as self evident as they could be (difficulty in reporting all the statistics) (there were many questions where the parishioners had indicated neither agree / nor disagree), many comments were received with the completed surveys providing some insightful feedback for the PPC to consider. Many of the comments were wonderfully positive, particularly those relating to the Friars.

A summary of the main comments have been provided below:

1. Maintenance improvements for both church buildings
2. More support for the elderly in getting to Mass on a weekend
3. Further faith education opportunities for the Parish community
4. Music to be modernized and relevant for the youth in the community
5. A greater leadership role for lay people to increase their participation in the parish community
6. Disabled parking in the grounds closer to the church
7. Social activities and more engagement of the youth both liturgically and spiritually
8. Special prayers to be printed in the newsletter
9. Increase number of Sacrament teachers
10. More social functions are required for the community to become involved
11. Encourage the youth to become involved in sacraments and Parish with more youth led Masses
12. More efficient Pastoral Care with greater involvement in charity groups.

It was decided by the PPC to record all statements that received a score of less than 2.7 (out of 5) and those items would be the focus of the PPC activities over the next few years. There were 33 items which have been prepared on a spreadsheet to provide a working plan for the PPC. While they are all considered to be important, each year the PPC will be taking on a 2-3 different projects to ensure that they are dealt with both efficiently and effectively. The items identified as requiring the immediate action and will therefore be considered the focus of the PPC projects during 2008 include:

1. Providing more opportunities for the Youth of the parish to increase their participation in the community
2. Preparation of lay people increasing their participation in leading the community
3. Maintenance of the church buildings

I would like to thank everyone who completed the Parish survey. Your time and effort is appreciated and your feedback has provided the PPC with valuable information about the Parish community.

Trish Nicholson  
Parish Pastoral Council Chair

**SECTION 4.H**  
**EPILEPSY ACTION**  
**2005 ANNUAL REPORT**

# Strategic Performance

## achieving the difference

Performance Targets 2003-2008	Why selected	Performance in achieving
<b>Target 1</b> <b>Size</b> • Grow annual income to \$6.0 million	A larger service is essential if we are to meet increasing demand for services, more stringent legal and administrative obligations, more competition for funding and to continue to attract and retain competent staff. Target is 80% growth on 2003 base of \$3.4 million	The income of \$3 746 606 after excluding proceeds from sale of fixed assets represented a 0.5% decrease on the 2004 adjusted base, further down on target. To achieve target income growth needs to average 17%.
<b>Target 2</b> <b>Security and significance</b> • Grow financial support base by annual average of 12%	The more supporters, the more credible will be our efforts to secure a more equitable share of health and disability resources for people affected by seizures and the more secure will be our income sources.	Supporters totalled 60 300, a decrease of 9%. The decline reflected problems with telemarketing automation. Resolving the problems meant rate of growth of the base began to increase from May 2005.
<b>Target 3</b> <b>Efficiency</b> • Reduce relative support costs by annual average of 3% productivity increased	The community wants gifts to charities to go to the services of the charity, not to administration. Lack of standards makes comparing efficiency across charities difficult. We use internal measures but have yet to resolve the ideal measure.	We provided services to 4% more people but with 10% effective less service capacity.
<b>Target 4</b> <b>Service Access</b> • 98% of Australians with seizure-related needs will have a meaningful response within 1 working day of their request	With the nationwide reach of our service, this target focuses on ensuring our services are accessible and responsive.	Largely achieved as confirmed by manual assessment but system linkage problems with regional offices prevented reliable automated monitoring of results.
<b>Target 5</b> <b>Flexibility and Capacity</b> • Grow net assets by annual average of 5%	The net asset base is vital for charities where debt funding is rarely an option. While there is some debate in Australia relating to charity reserves, the UK Charity Commission requires that charities have a policy on reserves. Strong, usable net assets allow charities to weather difficult times and fund initiatives. We have a long-term target to grow investments until income covers overheads like management, rent, depreciation and insurance that donors are reluctant to fund.	Failed to achieve. Net assets declined 15%, the second consecutive decline. With a modest surplus budgeted for this year, it is likely to be year ending Jun 2007 before reasonable growth is restored.

## Why *Epilepsy Action*?

Doing the best for the people we serve requires that we continually adapt to new pressures. We have practised that since we started in 1952, changing services, how and where we deliver them and how we fund them. Our latest change is to use as our brand *Epilepsy Action*.

*Epilepsy Action* describes us perfectly.

We are a vibrant and forward-looking organisation that takes action to help people with epilepsy directly and to encourage others, like governments, authorities, health care providers, researchers, employers and the media, to act for the benefit of people with epilepsy.

*Epilepsy Action* makes us easier to find. People in our community are saturated with competing communications. As a charity, people can most effectively use our services, work with

us and support us if they can easily identify and remember us. As *Epilepsy Action*, we can stand out in a way that as an 'Association' we cannot. Some people have mistaken us for other 'Associations' be they epilepsy or other important causes. That helps no one.

The British Epilepsy Association has used *Epilepsy Action* since 2002. The UK community has shown that *Epilepsy Action* is more distinctive and easier to remember than the formal name, British Epilepsy Association.

We have had similar positive reactions to the brand across Australia.

*Epilepsy Action* has strengthened our international ties and cooperative arrangements with other leading national epilepsy movements. The British Epilepsy Association, owner of the *Epilepsy Action* trade mark in the UK, has endorsed our use of the brand in Australia. We have the trade mark registered in Australia.

The Epilepsy Foundation of America, whose trade-marked logo we use, has endorsed associated modifications to our logo licensing requirements.

Our formal, legal name remains Epilepsy Association, a company limited by guarantee registered under Section 150(1) of the Corporations Act without Limited in our name.

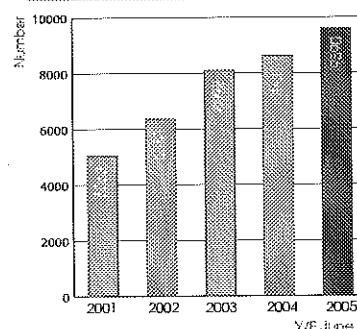
To save costs, we are adding the brand and our distinctive capital E flame logo to the material we distribute as existing stocks of Epilepsy Association branded material are used. With registration of the trade mark completed on 1 Aug 2005 we are now in a position to promote the brand.

*Epilepsy Action* provides us with an opportunity to review all that we do to ensure it is best practice and fits with the notion of action for people with epilepsy.

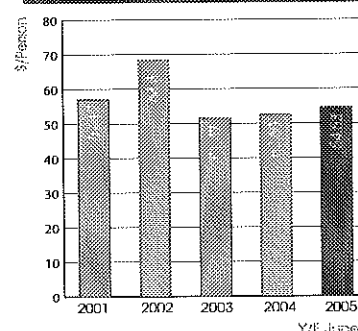
EDUCATION AND GUIDANCE				
For year ended 30 June	Unit	2005	2004	change %
<b>Service performance</b>				
Telephone inquiries and guidance calls		9 950	8 631	15
Guidance sessions at offices, homes or clinics		905	726	25
Persons aged 7+ guided in specialist clinics		191	110	74
Persons guided face-to-face		1 814	1 386	31
Educational training sessions on epilepsy		907	926	-2
Persons in education audiences		15 042	16 021	-6
Specific educational pamphlets distributed <sup>1</sup>	000	83	181	-54
Camp participants		133	66	102
Email inquiries answered		1 988	1 627	22
Persons using education and guidance services		28 828	27 850	4
Travel by Epilepsy Educators to deliver services	000 km	575	426	35
Work experience students		19	22	-14
Formal complaints received		0	0	nc
<b>Financial performance</b>				
Income	\$000	309	234	32
Government funding	\$000	205	172	19
Fees and charges	\$000	35	18	94
Expenditure	\$000	1 572	1 465	7
Salary and related costs	\$000	1 000	927	8
Net surplus (outlay)	\$000	(1 263)	(1 231)	3
Total assets	\$000	338	431	-22
Cost per person helped	\$	54.53	52.60	4

1. Excludes facts sheets and material printed from internet searches for clients and email responses, includes A4 pamphlets, Elliot activity books and posters.

We answered 11% more phone inquiries



Per person service costs rose 4%



prescribing midazolam but has not yet released them. As such guidelines would be a practical help for doctors treating people at risk of prolonged seizures, we will continue to encourage ESA to release them.

We achieved closer working arrangements with many neurologists. These ranged from close clinical support work to increased referrals. In Cairns and Canberra this has led to negotiations on the operation of services to support epilepsy clinics in hospitals. Memoranda of Understanding are under negotiation for clinics at Cairns Base Hospital and The Canberra Hospital. In contrast, we were disappointed with some actions of ESA (page 67) that in our view reflected an inappropriate assessment of various issues, including midazolam and involvement with epilepsy support organizations, detracting from the services we offer and access to those services.

Closer working arrangements were achieved with some epilepsy organisations. In SA we participated in the local organisation's seminar during Epilepsy Week. In Victoria we worked with the local organisation in a newly diagnosed sessions instigated by Monash Medical Centre. In ACT we are negotiating with the local organisation regarding cooperation over the epilepsy clinic at the hospital.

With help from professionals we improved some of our specialist services. With neuropsychologist Laurie Miller from Royal Prince Alfred Hospital, we redesigned and improved our Memory Workshops. With psychologist Dee McLaughlin from Queensland University, we developed a workshop on cognitive behaviour therapy.

With the help of teenagers at our last two Winter Camps, we developed a DVD for young people with epilepsy. Based on the effectiveness of this tool, we commenced a booklet for teens with epilepsy.

We reviewed and field tested guidelines for developing epilepsy care plans for people with disabilities and developed similar guidelines for seniors. Users responded well.

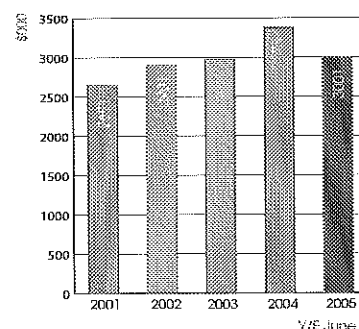
We focused attention on bereavement for people who lose family due to epilepsy. In response to feedback from a memorial service, we commenced piloting an online support network for the bereaved.

We successfully rendered for and commenced using the smart number 1300 EPILEPSY for our help line. Overseas experience is that smart numbers make it easier for people to make contact with organisations. Wider use of smart numbers by commercial organisations is educating the Australian public as to their ease of use.

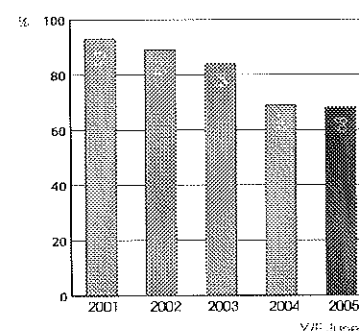
Working with A/Prof Ernie Somerville, Head of the Epilepsy Clinic at Prince of Wales Hospital, we assisted the East Timor Epilepsy Project. East Timor has a high incidence of epilepsy, restrictive community attitudes towards epilepsy, limited treatment options and many people severely disadvantaged due to epilepsy. Lisa Todd visited East Timor twice to facilitate the establishment of a local network and assist in the training of locals to assess community support needs for epilepsy, provide training in epilepsy education and management procedures and jointly develop culturally appropriate material in local languages.

FUNDRAISING				
Year ended 30 June	Unit	2005	2004	% change
<b>Service performance</b>				
Donors	1	12 752	15 319	-17
Donors giving \$100 or more	1	1 833	1 511	21
Average donation	\$	44.49	37.20	20
Notifications received of intention to bequeath	1	6	9	-44
Estates contributing	1	24	24	0
Grant submissions	1	11	14	-21
Grants received	1	2	5	-60
<b>Last lottery</b>				
Direct sales contacts per pledge	1	4.8	4.9	-2
Pledges converted to sales	%	61.7	63.5	nc
Average sale	\$	24.56	24.16	2
Calls per sale	1	22.9	27.6	-17
Fundraising efficiency <sup>1</sup>		0.66	0.68	nc
Donor dependency <sup>2</sup>		-0.25	-0.18	nc
Formal complaints	1	4	1	300
<b>Financial performance</b>				
Fundraising, bequests and member donations	\$000	3 001	3 378	-11
Bequest and in-memoriam receipts	\$000	280	402	-30
All fundraising expenditure <sup>3</sup>	\$000	1 022	1 080	-5
Gross contribution from all fundraising	\$000	1 979	2 298	-14
Total assets	\$000	488	541	-10
All fundraising costs per dollar raised	\$	0.34	0.32	6
1. Forbes magazine measure: donations (gross proceeds from fundraising) less fundraising expenses divided by donations				
2. Forbes magazine measure: annual surplus divided by public donations (gross proceeds from fundraising)				
3. Includes costs of fundraising from members and bequests.				

**Lottery system problems reduced fundraising 11%**



**Lotteries edged down to 66% of fundraising**



of this support. While most supporters opted for the lottery, around 11% became donors.

In Jul 2005 we were granted licences to fundraise in South Australia. The first fundraising has begun almost 2 years after our service in Adelaide. In Victoria, we have been providing services for 3 years but have limited our efforts to develop a supporter base. Building a supporter base requires investment and time. Because of higher costs of fundraising in Victoria, until a substantial supporter base is established, we are extending the development over a longer period. Increased efforts are planned for 2006.

Changes to the fundraising climate in Australia appear to be quickening, following the pattern in more advanced fundraising markets like UK and Canada. We are reviewing ways we address supporters, seeking to apply lessons learnt elsewhere. For example, people are responding less willingly to simple 'asks' so we are becoming more skilled and sensitive in communicating with, and responding to, potential supporters. We have progressed this well with mail appeals, as the results reflect. As an example, in Jul 2005 we provided regular givers and frequent donors with an annual summary of their contributions for tax purposes. We have begun adapting telemarketing to address the same issues.

In response to increasing competition, we are looking at better ways to align our contact with supporters to meet their preferences, eliminate unnecessary contact and reduce costs. The experience elsewhere is that this competitive climate will only get tougher, compelling continuous improvement to achieve rates of return that the community expects while generating returns needed to support operations.

**and addressed challenges.**

The immediate priority is to improve telemarketing. Now that the system is working effectively, we are focusing on its operation in order to achieve maximum effectiveness. Improving selling skills of telemarketers takes time. We are assessing different approaches permitted under fundraising regulations. Once the effectiveness of a technique is established, sellers are trained in its use.

A longer-term challenge is retention of supporters. In the last 4 years we saw a progressive decline, particularly in the lottery, of new supporters who repeated. Rates fell from around 31% to less than 24%. In response to changing approaches we have lifted that rate to around 35%. Maintaining a competitive retention rate is crucial to cost effectiveness. With regard to supporters who give donations 50% last year had given in the previous year. Actions to improve our sensitivity to supporters should improve retention rates.

The proposal by the Australian Communications and Media Authority to restrict access to telephone numbers and restrictions on Sensis issuing computer accessible lists are of concern. Experience elsewhere is that such restrictions do not prevent telemarketing, they just force the use of more expensive ways to secure contacts. For charities this adds to the cost of securing support resulting in less money for the vital services. We are exploring alternatives.

Scale is our most significant challenge. Steps now required for a charity to remain competitive in fundraising mean that volume is critical to spread overhead costs. For example our costs of developing an appeal would be similar to the Cancer Council that has lots more donors to absorb the cost, resulting in relatively lower unit costs. Recent media articles have questioned charities and with the huge tsunami response, the community is wanting to see its contributions wisely spent. Clearly the better economies of scale a charity has, the easier will it be to meet this expectation.

The change of brand to *Epilepsy Action* has already drawn positive reactions from supporters and, based on UK experience, it should progressively assist our fundraising efforts by making us more distinctive, easier to recognise and remember.

# Community Education

We commenced a National Awareness Campaign...

Two high profile Australians agreed to support epilepsy; Captain of Australia's Wallabies Rugby Union Team, George Gregan, whose son developed epilepsy, and TV personality and actor Holly Brisley who supported epilepsy research on the TV show *Dancing with the Stars*.

We launched an ongoing National Epilepsy Awareness Campaign in May 2005. Elements to date have included:

1. Launch in National Epilepsy Awareness Week for all States and Territories
2. George Gregan community service announcements distributed nationally with good radio time
3. Media kits to press, radio and TV
4. Local-focus stories to regional media
5. Spokespeople, including people with epilepsy, celebrities, doctors and Epilepsy Educators, making themselves available for media interview
6. Radio interviews with Epilepsy Educators and persons with epilepsy, mainly in NSW, Queensland and WA
7. TV interviews with Epilepsy Educators.
8. Australian jazz group *Mark4* released a CD *Entrée* dedicated to epilepsy
9. Posters featuring George Gregan distributed to seminars and information points with wider distribution planned.

We secured sponsorship for *Australian Headlines* and published 3 editions. Wide distribution included specialists' waiting rooms and hospitals. The main challenge was publishing on schedule due to the priorities on staff editing material. New software and computers improved efficiencies but pressures will continue until we can afford more staff. We broadened availability of the magazine through [www.headlines.org.au](http://www.headlines.org.au).



We converted our website to new software. The new platform is broadly supported, more flexible and familiar to several staff. In converting, we updated and simplified much data to assist users. Jane Burford, our Educator in Darwin, manages content. We resolved technical limits on our link with Darwin with improved broadband access from

Aug 2005. The problems had reduced the utility of the site. We are now improving linkage of the site with our activities.

Our annual report won an 8th successive Gold Award, the only charity Gold. It continues to be a standard model for various government departments and educational services across Australia and benefits our profile.

We assisted the TV drama *All Saints* with advice on epilepsy for a character.

and enhanced support promotion.

We modified information provided in our regular support programs to improve communication.

Following requests, we developed an e-News email service. The nature and structure of the service are evolving in response to reader feedback. We are limiting development distribution to around 1200 addresses, but can increase distribution about 4-fold when ready.

Formal Membership renewals this year are still being received but at 18 Aug 2005, we had 332 registered with 46% taking the lower cost Financial Subscriber option and 4% the free 'e' Subscriber option (Note 19 page 55).

COMMUNITY EDUCATION				
Year ended 30 June	Unit	2005	2004	change%
<b>Service performance</b>				
Members	1	365	428	-15
Mall & telephone contacts to promote epilepsy	000	798	924	-14
General promotional pieces distributed	000	744	720	3
<b>Financial performance</b>				
Expenditure	\$000	1 563	1 507	4
Salary and related costs	\$000	1 025	1 021	0
Surplus (net outlay)	\$000	(1 531)	(1 506)	2

# Research

## We curtailed funding...

We decided not to award new research scholarships or travel bursaries until we return to surplus. External research payments made were for previously approved research. An addition to a past grant was agreed for this year.

The decision to curtail expenditure was taken as a prudent step despite \$852 798 (Note 12 page 52) remaining in the allocated research reserve.

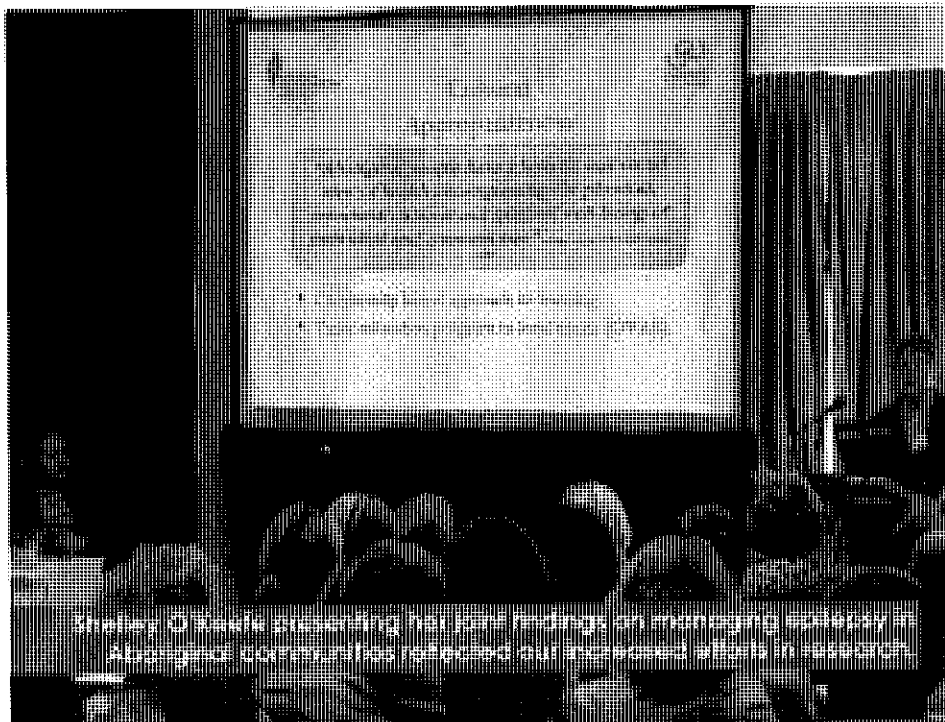
The break provides an opportunity to review our funding, to assess benefits to epilepsy and *Epilepsy Action* and changes that may be appropriate for the future.

## Increased assistance...

We increased assistance for studies. Methods used included advertising in *Australian Headlines* and on our website, distributing material, explaining studies to inquirers and encouraging them to contact researchers. The studies and coordinators assisted were:

1. Australian Pregnancy Register - Prof Frank Vajda, Melbourne
2. Anti-epileptic drugs and bone mineral density and osteoporosis risk - Dr Sandra Petty, Melbourne
3. Genetics research - A/Prof Ingrid Scheffer, Melbourne
4. Impact of epilepsy on young people - Allison Clarke, Melbourne
5. Preferences for visual images related to types of epilepsy - Dr Romina Palermo, Sydney
6. Ictal fear - Dr Romina Palermo, Sydney
7. Market Research related to Lamictal medication - Roberts Research, Melbourne for GlaxoSmithKline.

Due to the nature of the research and of the assistance, we have little feedback on how many inquirers became participants.



## and our activity.

We repeated regular surveys of members and of neurologists and paediatricians. We assessed coverage of geriatricians and this year plan to extend the survey to them.

Shelley O'Keefe presented a joint paper to the NSW Carers Conference and a poster presentation to the Epilepsy Society of Australia Annual Scientific Meeting on her pilot study into managing epilepsy in Aboriginal communities, completed in cooperation with the communities involved. Despite logistical, cultural and language difficulties, Lisa Todd investigated community understanding of epilepsy in East Timor and assessed educational techniques.

The research is allowing fine tuning of education for local trainers and is assessing the impact of this training on the community.

We worked on research related to premature deaths from epilepsy, the impact of generic medications and the impact of epilepsy on adolescents.

Another area we research is fundraising. The research produces service benefits. For example, member surveys show that a major concern is the lack of understanding of epilepsy in the general public. By trialling different techniques and monitoring responses we have developed communications that improve general understanding and responsiveness to epilepsy.

Funding and work pressures reduced our support of Research Australia Ltd and Australian Society for Medical Research until finances allow a return to support.

RESEARCH					
Year ended 30 June	Unit	Total to date	2005	2004	change %
<b>Service performance</b>					
Travel bursaries					
Australia	\$1 000	20	—	5	nc
Overseas	\$2 000	2	—	1	nc
Research scholarships	\$37 500	6	—	2	nc
Studies where non-financial assistance provided		na	—	7	nc
<b>Financial performance</b>					
Expenditure	\$000	198	44	86	-49
Allocated for future payment	\$000	na	3	44	-93
Research reserve	\$000	na	853	860	-1

**SECTION 5.A**  
**TELSTRA**  
**SERVICE PERFORMANCE REPORT MARCH 2009 QUARTER**

# TELSTRA CORPORATION LIMITED

A.C.N. 051 775 556



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## TELSTRA SERVICE PERFORMANCE REPORT

### March 2009 Quarter

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**Issue Date: 3 June 2009**

Telstra Corporation Limited is Australia's principal telecommunications company. Telstra offers a broad range of telecommunications and information services and is permitted to compete in all telecommunications markets throughout Australia. The Company's principal activities include providing telephone exchange lines to homes and businesses, supplying local and long distance telephone calls in Australia, international calls to and from Australia, supplying mobile telecommunications services and providing a comprehensive range of data, Internet and on-line services and, through its affiliates, pay television. The Company is also the principal provider of directory services in Australia.

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## **SUMMARY**

Telstra delivered strong service results to its customers in the March 2009 quarter as it continues with the largest end to end systems transformation ever undertaken to migrate customers from legacy systems to new systems. However, this has added to the complexity of processes associated with the preparation of this report.

National performance for total activation of services (combined inplace and new) against the CSG Standard was strong with 91% of orders meeting the CSG timeframes. National performance for inplace services, which account for two thirds of all new connections, remained strong at 92% while national performance for activation of new telephone services was strong at 90%. National restoration performance for the March quarter was strong at 90%.

Payphone restoration performance remained stable and strong in urban areas, but declined by 5% and 9% in rural and remote areas respectively. This decline was due to the combined impacts of extreme weather conditions and staff redeployments. However, unlike CSG performance, payphone fault repair performance does not take account of factors that are beyond Telstra's control. Accordingly, Telstra considers its performance was stable and satisfactory in rural areas, and sound in remote areas.

Copies of this report are available from the Telstra Internet site.

<http://www.telstra.com.au/abouttelstra/commitments/service/reports.cfm>

Telstra Service Performance Report – March 2009 Quarter

Table 1: Key results for the March 2009 quarter

Measure	March 2009 Result	Performance Comment
<b>National CSG Activation</b>		
Inplace Service and New Service Activation	91%	Stable and Strong
Inplace Service Activation	92%	Stable and Strong
New Service Activation	90%	Stable and Strong
Urban New Service Activation	90%	Stable and Strong
Major Rural New Service Activation	92%	Stable and Strong
Minor Rural New Service Activation	90%	Stable and Strong
Remote New Service Activation	84%	Stable and Satisfactory
<b>National CSG Restoration</b>		
Restoration	90%	Stable and Strong
Urban Restoration	91%	Stable and Strong
Rural Restoration	90%	Stable and Strong
Remote Restoration	89%	Stable and Satisfactory
<b>National CSG Appointments</b>		
Appointments	97%	Stable and Very Strong
<b>OVERALL CSG PERFORMANCE</b>		<b>STRONG RESULTS</b>
<b>National Payphone Services Performance</b>		
Customer Serviceability	93%	Stable and Strong
Payphone Availability	99%	Stable and Very Strong
Average Hours to clear a Fault	11	Stable and Strong
Trouble Reports per Payphone per Month	0.36	Stable and Strong
Percentage Faults Cleared: Urban	91%	Stable and Strong
Percentage Faults Cleared: Rural	82%	Stable and Satisfactory
Percentage Faults Cleared: Remote	59%	Sound given the impact of extreme weather conditions
<b>OVERALL PAYPHONE SERVICES PERFORMANCE</b>		<b>STRONG RESULTS</b>

## 1 CSG PERFORMANCE

### 1.1 Activation

#### 1.1.1 Total Service Activation

National performance for total activation of services (combined inplace and new) against the CSG Standard was strong at 91%.

**Table 2 - % New services and Inplace services connected within CSG timeframes - Total**

<b>Urban, Major Rural, Minor Rural and Remote</b>	<b>March 2009 Qtr</b>
National	91%
QLD	91%
NSW/ACT	91%
VIC	92%
TAS	91%
SA	90%
NT	90%
WA	91%

#### 1.1.2 Inplace Service Activation

National performance for inplace services against the CSG Standard was strong at 92%.

**Table 3 - % Inplace services connected within CSG timeframes - Total**

<b>Urban, Major Rural, Minor Rural and Remote</b>	<b>March 2009 Qtr</b>
National	92%
QLD	92%
NSW/ACT	92%
VIC	93%
TAS	92%
SA	91%
NT	91%
WA	91%

#### 1.1.3 New Service Activation

##### ***National***

National new service provisioning performance against the CSG Standard was strong at 90%.

**Table 4 - % New services connected within CSG timeframes – Total**

	<b>Total</b>
<b>Urban, Major Rural, Minor Rural and Remote</b>	<b>March 2009 Qtr</b>
National	90%
QLD	91%
NSW/ACT	90%
VIC	92%
TAS	90%
SA	89%
NT	87%
WA	89%

**Urban**

National urban new service provisioning performance against the CSG Standard was strong at 90%.

**Table 5 - % New services connected within CSG timeframes – Urban**

	<b>Total</b>
<b>Urban</b>	<b>March 2009 Qtr</b>
National	90%
QLD	90%
NSW/ACT	89%
VIC	93%
TAS	89%
SA	89%
NT	87%
WA	89%

**Major Rural**

National major rural new service provisioning performance against the CSG Standard was strong at 92%.

**Table 6 - % New services connected within CSG timeframes – Major Rural**

	<b>Total</b>
<b>Major Rural</b>	<b>March 2009 Qtr</b>
National	92%
QLD	93%
NSW/ACT	92%
VIC	94%
TAS	92%
SA	90%
NT	90%
WA	92%

**Minor Rural**

National minor rural new service provisioning performance against the CSG Standard was strong at 90%.

**Table 7 - % New services connected within CSG timeframes – Minor Rural**

	<b>Total</b>
<b>Minor Rural</b>	<b>March 2009 Qtr</b>
National	90%
QLD	90%
NSW/ACT	90%
VIC	90%
TAS	90%
SA	91%
NT	93%
WA	88%

**Remote**

National remote new service provisioning performance against the CSG Standard was satisfactory at 84%.

**Table 8 - % New services connected within CSG timeframes – Remote**

	<b>Total</b>
<b>Remote*</b>	<b>March 2009 Qtr</b>
National	84%
QLD	85%
NSW/ACT	87%
VIC	100%
SA	88%
NT	82%
WA	83%

\*There are no service areas classified as remote for CSG purposes in Tasmania.

## 1.2 Restoration

### *National*

National performance for fault restoration against the CSG Standard was strong at 90%.

**Table 9 - % Faults restored within CSG timeframes - Total**

<b>Urban, Rural and Remote</b>	<b>March 2009 Qtr</b>
National	90%
QLD	90%
NSW/ACT	91%
Vic	91%
TAS	90%
SA	90%
NT	89%
WA	88%

### *Urban*

National performance for fault restoration in urban areas was strong at 91%.

**Table 10 - % Faults restored within CSG timeframes - Urban**

<b>Urban</b>	<b>March 2009 Qtr</b>
National	91%
QLD	91%
NSW/ACT	91%
Vic	91%
TAS	88%
SA	89%
NT	89%
WA	89%

### *Rural*

National performance for fault restoration in rural areas was strong at 90%.

**Table 11 - % Faults restored within CSG timeframes - Rural**

<b>Rural</b>	<b>March 2009 Qtr</b>
National	90%
QLD	89%
NSW/ACT	91%
Vic	92%
TAS	91%
SA	91%
NT	88%
WA	84%

### *Remote*

National performance for fault restoration in remote areas was satisfactory at 89%.

**Table 12 - % Faults restored within CSG timeframes – Remote**

## Telstra Service Performance Report – March 2009 Quarter

<b>Remote*</b>	<b>March 2009 Qtr</b>
National	89%
QLD	89%
NSW/ACT	93%
VIC	100%
SA	98%
NT	87%
WA	88%

*\*There are no service areas classified as remote for CSG purposes in Tasmania.*

### **1.3 Service Disruption Declarations**

Telstra has reported performance figures that take into account factors that are beyond its control and for which it has claimed additional time to provision services and repair faults, under the exemption provisions of the CSG Standard.

There were 15 CSG exemptions declared in the March 2009 quarter as a result of extreme weather conditions. CSG exemptions affected 5.91 per cent of Telstra's CSG eligible orders for the quarter. CSG exemptions were applied in Queensland, New South Wales, Victoria and Western Australia.

Copies of the Public Notices containing details of individual exemptions can be found on Telstra's Internet site at:

<http://www.telstra.com.au/msd/index.cfm>

## 1.4 Glossary of Terms – CSG

### 1.4.1 Activation

#### Total Activation

Total activation represents the provision of both new services and in-place services.

#### New Service

A new service connection is the initial connection of service to the customer's premises involving the provision of a new network access line from the local telephone exchange to the network boundary.

#### Inplace Service

An in-place service connection means the connection of a standard telephone service at a site where a previous working standard telephone service has been cancelled and is available for automatic re-connection (or re-activation) by Telstra. In such a situation, Telstra is not required to do any other additional electrical or physical connection work between the Network Boundary at the said site and Telstra's local telephone exchange nor any work at that exchange.

Where the request for service is to a site where 'Inplace' conditions are met Telstra will aim to supply a standard telephone service within 2 working days of the request.

#### Definition of Urban, Major Rural, Minor Rural and Remote for provisioning performance of new services against the CSG Standard

LOCATION	DEFINITION OF LOCATION	CONNECTION TIME	
		AVAILABLE INFRASTRUCTURE	NO AVAILABLE INFRASTRUCTURE
<b>Urban</b>	Areas in Australia with a population greater than 10,000 people	Within 5 working days of customer request	Within 1 month of customer request
<b>Major Rural</b>	Areas in Australia with a population between 2,500 and 10,000 people	Within 10 working days of customer request	Within 1 month of customer request
<b>Minor Rural</b>	Areas in Australia with a population between 200 and 2,500 people	Within 10 working days of customer request	Within 1 month of customer request
<b>Remote</b>	Areas in Australia with a population less than 200 people	Within 15 working days of customer request	Within 1 month of customer request

#### Demographic Categories

The classification of customers into urban, major rural, minor rural and remote location categories for this report is based upon the exchange service area (ESA) serving a particular customer and the population of the largest township/community grouping within that ESA. Telstra uses population data from the latest Australian Bureau of Statistics Census (currently the 2006 census) as the basis for determining the service location category of townships and communities throughout Australia.

#### Reporting Principles

For those areas where a CSG Exemption Declaration has been made, the timeframes for meeting of the CSG have been extended to the termination of the exemption.

## 1.4.2 Restoration

### Standard Hours of Business

Telstra's standard hours of business are between 8.00 am and 5.00 pm Monday to Friday, excluding gazetted public holidays. Telstra will provide a 24-hour fault reporting service for the lodgement of telephone service faults, but maintenance and repair will normally be confined to Telstra's standard hours of business. In addition, faults reported after 5.00 pm are treated as being received on the following working day.

### Maintenance Commitments

Telstra aims to repair faults that occur on the telephone service and to restore the service to full working order, within standard business hours, unless the customer has entered a contract for alternative maintenance arrangements.

### Restoration Standards

Telstra will aim to repair services by the date agreed with the customer and will comply with the CSG Standard as specified below:

- in urban areas - by the end of first full working day after being notified of a fault (i.e. COB +1 working day),
- in rural areas - by the end of the second full working day after being notified of a fault (i.e. COB +2 working days),
- in remote areas - by the end of the third full working day after being notified of a fault (i.e. COB +3 working days), where COB means close of business.

Fault statistics do not include working services (faults where the customer is still able to use the phone), customer (premises) equipment and wiring, or situations where customers did not keep their appointments (not allowing Telstra to detect the cause of the fault). Faults subjected to force majeure conditions are included in the measures.

### Demographic Categories

The classification of customers into urban, major rural, minor rural and remote location categories for this report is based upon the exchange service area (ESA) serving a particular customer and the population of the largest township/community grouping within that ESA. Telstra uses population data from the latest Australian Bureau of Statistics Census (currently the 2006 census) as the basis for determining the service location category of townships and communities throughout Australia.

### Reporting Principles

For those areas where an exemption has been made, the timeframes for meeting of the CSG have been extended to the termination of the declared exemption period.

## 1.4.3 Appointment Standards

Telstra will meet the service appointment by the date and time window agreed with the customer and will comply with the CSG Standard as specified.

**SECTION 5.B**  
**WOOLWORTHS**  
**2009 CORPORATE RESPONSIBILITY REPORT**



to permanent employment when it suits their personal circumstances. We have many programs to support them, including school-based and certificate traineeships and apprenticeships.

Likewise, a number of pathways exist for store staff to progress to management roles, including the Store Management Trainee Program and the Woolworths Graduate Program.

Some 47% of our management group and 46% of our executive group have over 10 years service with us.

#### UNDERSTANDING OUR EMPLOYEES

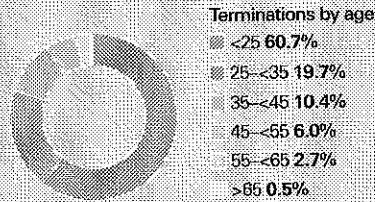
We continually seek new and improved ways to stay ahead of the changing needs of our workforce. As part of our retention strategy we conduct engagement surveys to identify employee issues and priorities for action. In FY2008 over 51,000 staff were surveyed. A general trend in this research has been levels of engagement and commitment to the organisation and manager – as well as intent to stay – that exceed international benchmarks.

We conduct focus groups in each business to discuss gender diversity and issues relating to work-life balance. In the first eight months of 2009, 791 employees attended these sessions.

## RETENTION

### EMPLOYEE TURNOVER

Turnover by age group 2008–2009, Australia and New Zealand (including ALH)

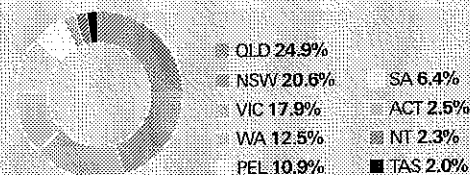


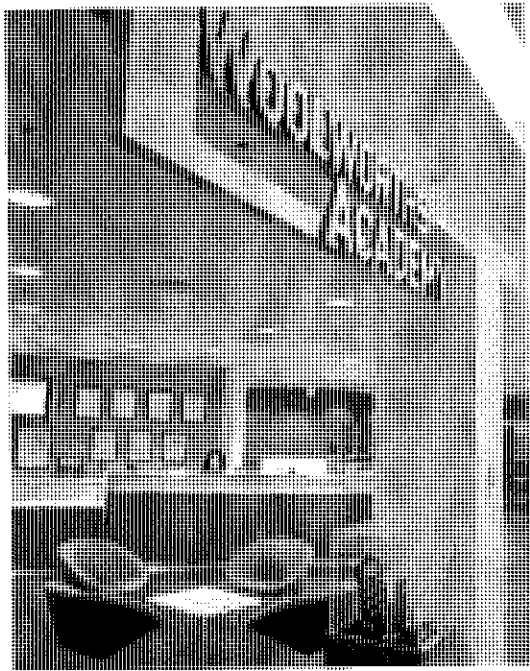
### TURNOVER BY GENDER 2008–2009 AUSTRALIA AND NEW ZEALAND (INCLUDING ALH)

Total terminations by gender and division	Female %	Male %
National supermarkets	53%	47%
National BIG W	59%	41%
National logistics	14%	86%
National petrol	50%	50%
National liquor	35%	65%
Corporate	65%	35%
Thomas Dux	23%	77%
Consumer electronics	29%	71%
IT	28%	72%
PEL	56%	44%
ALH	51%	49%
Total WOW	52%	48%

### TURNOVER BY REGION 2008–2009 AUSTRALIA AND NEW ZEALAND (INCLUDING ALH)

Terminations by state/country





emphasis on personal responsibility, accountability and proactivity. It also covers in-depth business acumen and innovation. Its success is demonstrated by the 50% of participants in the 2009 program who were promoted within 12 months of completing it

- The 18-month Engaging Leaders Program is targeted at leaders who have the potential to move into executive positions in the future. It places strong emphasis on principle-centered leadership, business acumen, innovation and engagement.

In addition we offer a range of training and development opportunities including skill-based training, job-relief assignments, secondments and formal academic training through our partnership with Macquarie Graduate School of Management (MGSM).

One of our most important priorities remains the development of young Australians' skills. We are proud that our supermarket division has one of the largest groups of apprentices and trainees in Australia.

Our partnership with the Royal Agricultural Society of NSW and the University of Western Sydney has created an Agricultural Scholarship Program for young Australians in horticulture and agriculture.

## TRAINING AND DEVELOPMENT

### TYPES OF TRAINING UNDERTAKEN (NUMBER OF PARTICIPANTS) – AUSTRALIA AND NEW ZEALAND

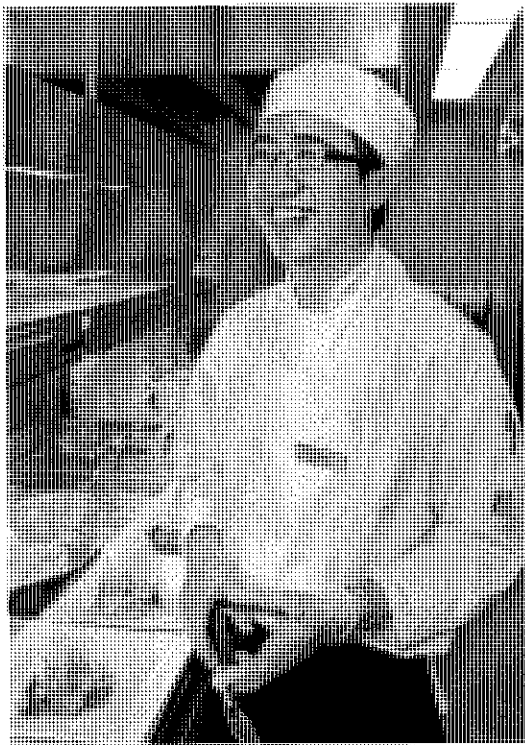
Training participation	Actual 2009
Induction	61,984
Trainees and apprentices (indentured)	6,534
Systems and general training	46,292
Management development	7,450
Executive development	427

**Note:**  
Data reported is for financial year.

### TRAINING COST PER PARTICIPANT – AUSTRALIA & NEW ZEALAND (EXCLUDES ALH)

Training cost per participant	Actual 2009 \$
Induction	207
Trainees and apprentices	730
Executive development	3,969

**Note:**  
Data reported is for financial year.



part-time and job-share roles, flexible reintegration after parental leave and support during this leave. Of the nine Woolworths Board members two are women, representing 22% of the Board.

### FREEDOM OF ASSOCIATION AND UNION ENGAGEMENT

We aim to foster active partnerships with unions and have been able to build cooperative, constructive working relationships with them. Representatives from Corporate HR, divisional HR teams and all trading businesses regularly meet with the unions that represent our employees. We fully respect the role these unions play in maintaining a positive, productive workplace.

Collective bargaining agreements cover 86% of our workforce, or 130,070<sup>(1)</sup> employees. Our enterprise agreements include a major change clause. Although the timeframe is not defined, we are transparent in our communications and conscious of the importance of communicating and engaging our employees and their representatives in a timely manner.

## GENDER BALANCE

### GENDER DIVERSITY – AUSTRALIA AND NEW ZEALAND (INCLUDING ALH)

Female	104,815	55%
Male	86,367	45%

### RATIO OF BASIC SALARY OF MEN TO WOMEN BY EMPLOYEE CATEGORY AUSTRALIA (EXCLUDING ALH)

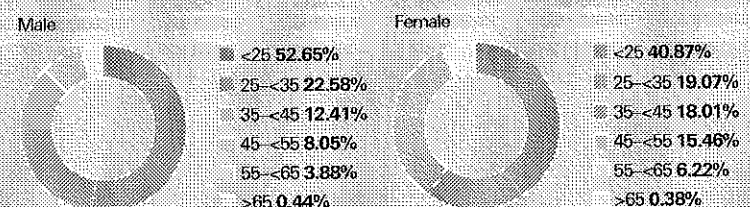
Grade	Female	Male
Non-managerial ratio	99%	101%
Managerial ratio	94%	106%

Ratio = (Average salary by sender/average salary by grade).

### GENDER RATIO BY EMPLOYMENT LEVEL AUSTRALIA (INCLUDING ALH)

	Women %
Senior executives	27%
Senior managers	24%
Managers	41%
Office/support employees	50%
Store employees	60%
Distribution employees	15%
Tradespeople and apprentices	11%
Plant employees	0%

### WOOLWORTHS AUSTRALIA (EXCL. ALH) GENDER AND AGE DISTRIBUTION



### GENDER DISTRIBUTION BY EMPLOYMENT TYPE AUSTRALIA (INCLUDING ALH)

	Full-time Women %	Part-time Women %	Casual Women %
Senior executives	25%	100%	0%
Senior managers	23%	92%	50%
Managers	40%	72%	0%
Office/support employees	47%	70%	50%
Store employees	56%	88%	56%
Distribution employees	12%	25%	13%
Tradespeople and apprentices	10%	23%	8%

Agreed policies covered in the manual include, but are not limited to:

- Safety & Health Policy
- Safety Health & Environment Management Planning
- Safety Health & Environment Responsibilities
- Statutory Safety Health & Environment Training
- Safety Health & Environment Issue Resolution
- Internal & External Communication
- Joint Employee and Management Consultation Mechanism
- Risk Management Activities (Personal Protective Equipment, Hazard reporting, Manual Handling, etc)
- Emergency Preparedness and First Aid
- Workplace Inspections
- Incident Reporting and Investigation
- Internal and External Auditing
- Management Review
- SH&E Performance Reporting.

The Safety and Health framework is applicable to Woolworths' activities in all jurisdictions and countries in which we operate including Australia, New Zealand, India, Shanghai and Hong Kong.

#### Education and training

Comprehensive training programs have been developed for safety and health communication, hazard and risk management, incident reporting and analysis and safety leadership.

These include:

- Drive 4 Life (Driver Education)
- Move 4 Life (Manual Handling)
- Safety the Woolworths Way (Leading through Safety).

In addition employees receive training through standard operating procedures where safety requirements are integrated and part of the way we work. We continue to provide access to our lifestyle-based program Drive 4 Life to the family members of employees during promotions and at discounted rates.

Our workforce in Australia and New Zealand has a low risk of exposure to serious diseases such as HIV/AIDS in general and community awareness is high. Education programs run by government and industry are readily available, accordingly the country risk is low.

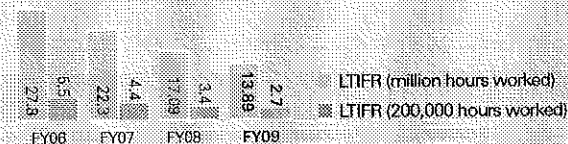
#### LOST TIME INJURY FREQUENCY RATE (LTIFR) RESULTS

KPI	2006	2007	2008	2009
LTIFR (million hours worked)	27.8	22.3	17.09	13.89
LTIFR (200,000 hours worked)	5.5	4.4	3.4	2.7
% Change on last year	-10%	-20%	-23%	-19%

#### Note:

All data is for financial years.

#### WOOLWORTHS LIMITED LTIFR RESULTS FROM FY06-FY09



#### DIVISIONAL LOST TIME INJURY FREQUENCY RATE (LTIFR) RESULTS FOR 2009 FINANCIAL YEAR

LTIFR	Per million hours	Per 200,000 hours	% change
Supermarkets	15.58	3.1	-23%
Logistics	18.72	3.7	-39%
BIG W	8.97	1.7	-39%
Dick Smith	6.92	1.3	-12%
Liquor - BWS	26.67	5.3	26%
Liquor - Dan Murphy	15.70	3.14	11%
Petrol	10.32	2.0	1%
Progressive (NZ)	11.05	2.6	-34%
Thomas Dux	6.64	1.3	-77%
Woolworths Group	13.89	2.7	-19%

#### OTHER HEALTH & SAFETY - KEY PERFORMANCE INDICATORS

2007-2009 financial years		2007	2008	2009
<b>KPI</b>				
Employee work-related fatalities		0	0	0
Contractor fatalities		1	1	0
Other fatalities		0	0	1
Reduction in LTI frequency rate		20%	23%	19%
Reduction in New Claim Frequency Rate		9%	9%	8%
Reduction in Customer Claims		9%	9%	2%
Reduction in hours lost as a result of an injury in the last 12 months		10%	7%	3%

#### OCCUPATIONAL DISEASE

Measure	2008	2009	% variance
Occupational Disease Rate (per 200,000 hours worked)	1.48	1.11	-25%

#### Note:

Data is for financial years and is captured using the Australian Standards AS1885.1:1990 - Measurement of Occupational Health & Safety performance.

#### DETAILS OF FATALITIES

Year	Customers	Contractors	Country	Location	What happened?
2009	1*	0	Australia	Victoria	A member of the public was struck by a trailer operated by a Trolley Collection sub-contractor at a shopping centre.

\* Member of public.



#### CHARITABLE DONATIONS AND INVESTMENTS (2009)

Charitable donations	\$4,407,398
Community investments	\$23,062,981
<b>Total investments (including management costs)</b>	<b>\$27,460,379</b>

#### SUPPORTING COMMUNITY CAUSES

The table below provides a snapshot of the charities and local and national community organisations Woolworths supported in 2009, and details of funds raised.

AUSTRALIA	
<b>Children's hospitals and research foundations</b>	<b>\$6.6 million</b> Including Big Heart, BIG W's fundraising campaign for the Sydney Children's Hospital, the Fresh Food Kids Children's Hospital Appeal, Sids and Kids, Children's Cancer Institute and Children's Medical Research Foundation.
<b>CanTeen</b>	<b>\$600,000</b> Through collection tins and sale of merchandise.
<b>Juvenile Diabetes Research Foundation</b>	<b>\$445,000</b> Through collection tins and sale of merchandise.
<b>Cystic fibrosis</b>	<b>Over \$70,000</b> Through BIG W employees' fundraising activities.
<b>Backing our Farmers Day</b>	<b>\$7.065 million</b> in partnership with the Country Women's Association (CWA) and Landcare Australia.
<b>Red Cross</b>	<b>\$1,000,000</b> Donation to Victorian bushfire appeal.
<b>North Queensland Flood Appeal</b>	<b>\$150,000</b> Donation to Queensland Premier's Disaster Relief Appeal.
<b>RSPCA</b>	<b>\$140,412</b> Through BIG W stores.
<b>Australia Day Ambassador Program</b>	Welcoming high-achieving Australians to local community celebrations on Australia Day.
<b>Heritage posters in schools</b>	Providing educational posters for classrooms around the country.
NEW ZEALAND	
<b>Salvation Army</b>	<b>NZ\$84,628</b> Through in-store collection boxes at Woolworths and Foodtown stores. <sup>(1)</sup>
<b>Fresh Future Appeal</b>	<b>NZ\$950,000</b> Through staff fundraising activities at Countdown, Woolworths, Foodtown, Fresh Choice, SuperValue and Dick Smith stores.
<b>New Zealand Fire Service</b>	Partnership formed with the New Zealand Fire Service, using the annual switch to Daylight Savings Time to remind kiwis to "change your clock and check your smoke alarm battery". This effort, supported by Panasonic Batteries, is raising funds that will help the Fire Service provide thousands of smoke alarms to at-risk families.
<b>Alzheimer's</b>	<b>Over NZ\$120,000</b> Through our annual charity golf tournament and Alzheimer's NZ's 'Cuppa for a Cause' Appeal.
<b>Variety</b>	<b>NZ\$128,000</b> Through coin collection boxes at Countdown checkouts.

(1) We helped the Sallies raise another \$167,498 for their Christmas Appeal by promoting the sale of their first-ever Christmas CD in our stores.

**SUMMARY OF PERFORMANCE AGAINST SUSTAINABILITY COMMITMENTS AND TARGETS**

Target	Progress status		Comments
	2008	2009	
<b>CO<sub>2</sub>-e emissions reduction from facilities</b>			
Achieve overall 40% CO <sub>2</sub> -e reduction by 2015 (on projected growth levels), bringing our emissions back to 2006-07 levels.			Emissions from our facilities (stores, Distribution Centres and offices) totalled 3.45 Mt which is a 3% decrease compared to the recalculated emissions for 2008. Further reduction in total CO <sub>2</sub> -e is expected as we increase the proportion of our sustainable stores and retrofit our old stores with lower carbon technologies.
Build all new Woolworths supermarkets opening from September 2008 to conform to our sustainable design guidelines to minimise energy use and environmental impacts.			Of 28 supermarkets opened after 1 September 2008, 24 were built and fitted to our sustainable guidelines. The four non-compliant stores were scheduled to open prior to September 2008 and were designed before the adoption of the sustainable design guidelines.
Achieve 25% reduction in CO <sub>2</sub> -e emissions per square metre for new sustainable store designs compared with business as usual designs.			20 of the stores have been opened long enough to have sufficient data for performance analysis. 17 out of 20 meet or exceed the 25% CO <sub>2</sub> -e reduction/m <sup>2</sup> and three fall short of this target. All stores will be reassessed after a full 12 months of trading.
Work with the Green Building Council to develop a green star-rating tool for supermarket interiors.			
Engage with interested parties in the development of an ecological footprinting calculator for evaluation of supermarket interior design and fit-out.			This commitment is under investigation to determine its value to the business.
<b>CO<sub>2</sub>-e emissions reduction from transport</b>			
Establish accurate baseline data in 2008 for all modes of transport.			Very accurate data available for Woolworths-owned vehicles and improved accuracy from third party logistics provider fleet.
Establish a forum with major transport suppliers to develop a low carbon strategy for our third party distribution network.			Direct meetings with third party logistics providers, including fleet development and operational planning participation in industry forums, including the Road Transport Authority's Green Truck Partnership.
Conduct a comprehensive study on biodiesel availability in Australia, including quality, vehicle compatibility and cost impacts.			Woolworths sponsored and contributed to CSIRO Future Fuels Forum on alternative fuel research. The report "Fuel for thought – the future of transport fuels: challenges and opportunities" is available on <a href="http://www.csiro.com.au">www.csiro.com.au</a>
Trial the use of hybrid powered trucks for home deliveries.			Our third party carrier trialled the use of hybrid trucks and the fuel savings at this stage are not enough to justify the higher cost of investment required to purchase the trucks. This technology is rapidly evolving and we will continue to evaluate commercial viability as the trucks' fuel efficiency improves.
Achieve 25% reduction of CO <sub>2</sub> -e emissions per carton delivered by Woolworths owned trucks by 2012.			Total reduction of 6.5% in emissions, achieved to date.
Achieve 30% reduction on 2006 levels in CO <sub>2</sub> -e emissions from company car fleet of 3,100 cars (dependant on mix of car size and fuels chosen) by 2010.			13% reduction in emissions achieved compared to 2008, 5% reduction compared to 2007 <sup>(1)</sup> . Only 56% of the fleet has been converted to fuel efficient cars. Full conversion is expected in 2010.

(1) This is based on a fleet size of 3,496 instead of the target fleet of 3,100.

Not achieved Delayed In progress Completed Target Exceeded

**SUMMARY OF PERFORMANCE AGAINST SUSTAINABILITY COMMITMENTS AND TARGETS**

Target	Progress status		Comments
	2008	2009	
<b>Water efficiency</b>			
Develop a more complete baseline of water usage.			Developed improved estimation of supermarket water use. Data collection underway for water use in Logistics, Petrol, Liquor and BIG W.
Roll out the Water Wise project nationally for all our supermarkets.			Completed in 2008. 664 supermarkets and 148 BIG W stores were fitted with water efficient fittings in 2008.
Reduce water use by at least 200 million litres a year by 2010.			Comparing like for like store numbers in 2007, 172 million litres of water saved.
<b>Ethical sourcing</b>			
Develop and implement an Ethical Sourcing policy.			The Ethical Sourcing Policy was launched in December 2008 and implementation commenced in February 2009. Please refer to page 25 for more information.
Identify sustainable sourcing gaps and develop appropriate policies.			Work completed in 2009: <ul style="list-style-type: none"> <li>- Select tissue range: PEFC certified</li> <li>- A4-paper for own-use: FSC certified supply contract finalised for 2010.</li> </ul> Work in progress: <ul style="list-style-type: none"> <li>- Animal welfare</li> <li>- Fish and seafood sourcing</li> <li>- Review of palm oil sourcing policy.</li> </ul>
Conduct staff training and capacity building for our buying teams to help them understand issues and types of third party certification required from suppliers.			Training conducted: <ul style="list-style-type: none"> <li>- Green claims and green marketing in 2008</li> <li>- Forest Stewardship Council (FSC) certification process conducted by FSC in 2008</li> <li>- Ethical Sourcing Policy training conducted in 2009.</li> </ul>
<b>Packaging</b>			
Establish a supplier forum to work together on more sustainable packaging.			Sustainable Packaging forums were held in September 2008 and April 2009. In agreement with our suppliers we will continue these forums biannually extending the scope beyond packaging to all sustainability aspects.
Establish more comprehensive baseline data for packaging of Private Label products, including information on materials consumption, local/imported origin, recycled content and recyclability.			National Packaging Covenant is being revised for its next term. We are waiting to learn the final requirements for data due by the end of 2009 before investing in data improvements and database development.

Not achieved
 Delayed
 In progress
 Completed
 Target Exceeded

Target	Progress status		Comments
	2008	2009	
<b>Packaging</b> continued			
Review Private Label procurement policy and supplier guidelines to incorporate: – Standardised reporting and data collection – Compliance with the Environmental Code of Practice for Packaging (ECOPP) – Package labelling in line with ISO 14021 Standard for environmental claims – Supplier training to assist them in meeting policy requirements.	🟡	🟡	Sustainable Packaging Guidelines have been drafted, provided to suppliers for review and discussed during a Supplier Forum. Application of the Guidelines will be trialed, but the Guidelines will not be finalised until the new version of the National Packaging Covenant is finalised.
Conduct an audit of compliance with the ECOPP and ISO 14021 for Private Label products.	🟢	🟢	Audit conducted on 694 Private Label products and 45% of all non-compliances have been addressed.
Trial the use of PIQET for Private Label products.	🟢	🟢	Meat tray packaging options were assessed using PIQET.
Report annually to the National Packaging Covenant (NPC) and Woolworths Corporate Responsibility Report.	🟢	🟢	NPC and Corporate Responsibility Reports delivered each year.
Provide training to 50 suppliers by 2008.	🟢	🟢	PIQET Training provided to Woolworths Packaging Technicians and external packaging suppliers.
Use PIQET to evaluate 20 Private Label products by 2010.	🟡	🟡	PIQET assessments conducted on five products with 11 different packaging systems.
Continue to replace waxed cardboard and foam boxes with reusable plastic crates where possible, with a targeted increase of 1.7 million to 3.4 million crates.	🟡	🟡	Number of reusable produce crates was doubled to 3.4 million.
<b>Waste minimisation</b>			
Identify organics recycling technologies similar to EarthPower for recycling source separated food waste from supermarkets outside Sydney and determine commercial feasibility.	🟡	🟡	Expression of interest for organics recycling services to be issued in late 2009, searching for services in all states.
Implement a waste audit program for all stores and Distribution Centres.	🟢	🟢	Waste audits conducted at 30 supermarkets, delivering an up-to-date snapshot of our waste stream.
Continue phasing out polystyrene.	🟡	🟡	Doubling the number of reusable crates to 3.4 million has reduced the need for 31.1 million in total of polystyrene, cardboard and waxed cardboard boxes.
Implement a staff education program to encourage greater recovery of plastic and cardboard.	🟢	🟢	Eco Ambassador Program has increased awareness of recycling programs and improving efforts. Eco Ambassador education programs are ongoing.
Eliminate food waste from the general waste stream by 2015 (where receiving facilities are available).	🟡	🟡	Foodbank and Food Rescue Program have provided 1,354 tonnes of food to charities. Organic material sent to EarthPower increased to 5,785 tonnes.
Reduce amount of plastic in the general waste stream to less than 1% by weight by 2010.	🟡	🟡	Reduced plastic in waste from 10% to 8%.
Reduce amount of cardboard in the general waste stream to less than 1% by weight by 2010.	🟡	🟡	Cardboard in waste stream remained at 7%.