

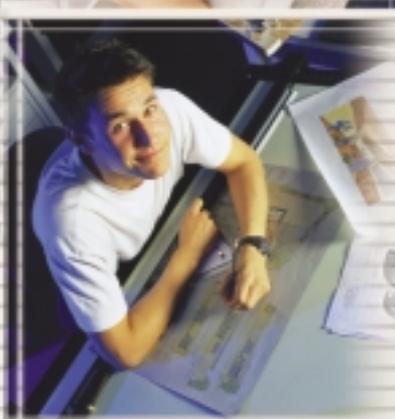


CENTRAL TAFE

2001 Annual Report

Health & Community Services

Management & Business



Information & Resources

Science, Technology & The Arts

STATEMENT OF COMPLIANCE

**To the Hon Minister for Training,
John C Kobelke, MLA**

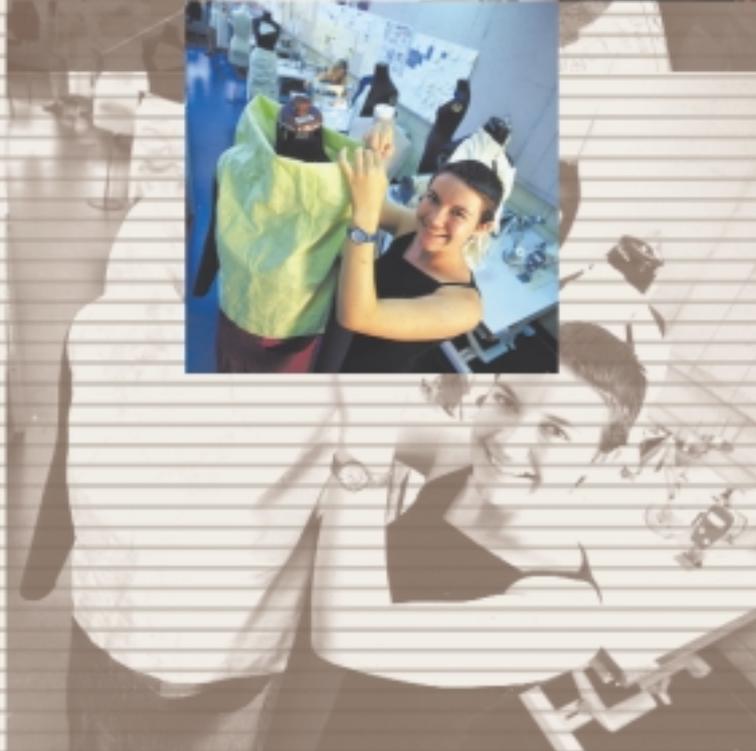
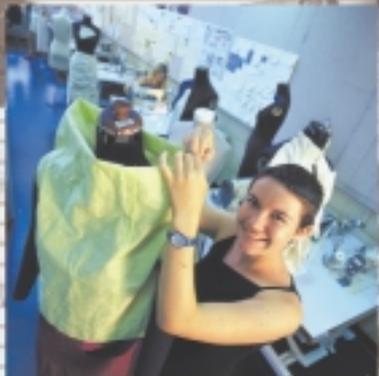
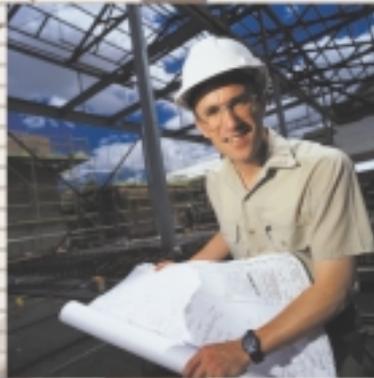
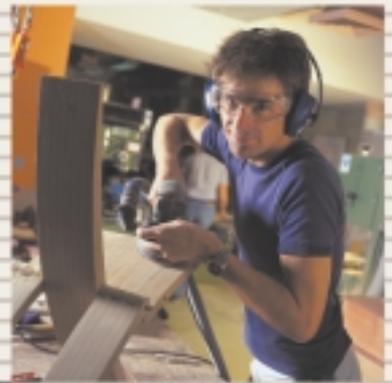
In accordance with Section 54 of the Vocational Education and Training Act 1996 and Section 66 of the Financial Administration and Audit Act 1985, I hereby submit for your information and presentation to Parliament the Annual Report for Central TAFE for the year ending 31 December 2001.

A handwritten signature in black ink that reads "Mal Bryce". The signature is written in a cursive, flowing style.

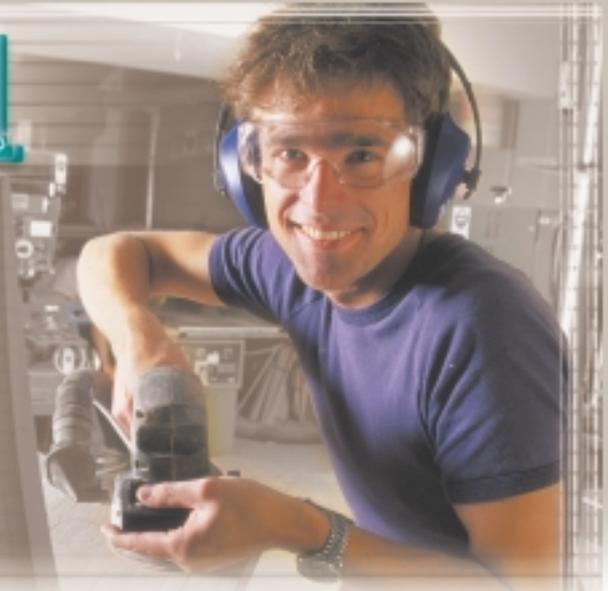
Hon. Mal Bryce AO
Chair
Governing Council
Central TAFE
23 May 2002

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SECTION 1



About Central TAFE

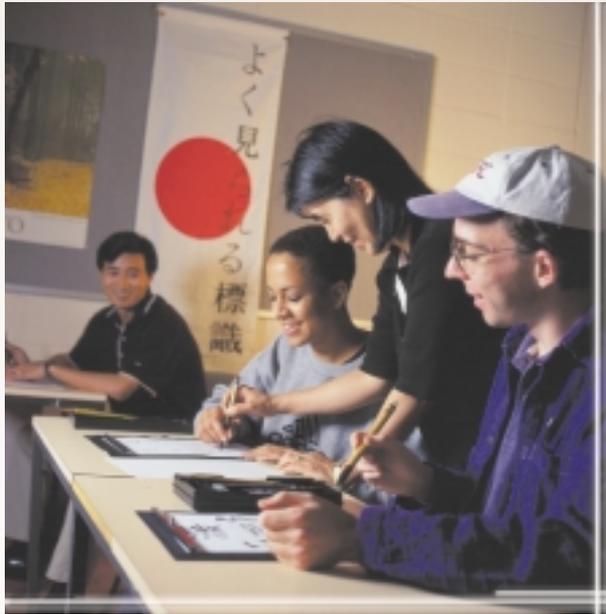
Central TAFE is a statutory authority governed by the Vocational Education and Training Act 1996, with accountable authority to Governing Council. Central TAFE is a large vocational training college catering to around 25,000 students. As the largest TAFE College in Western Australia, and with a history spanning over 100 years, the College has been a major contributor to the academic development of Western Australians, assisting them in becoming job-ready and prepared to meet the challenges of the workplace.

Central TAFE's four main campuses are situated within a two-kilometre radius of the Perth business district, which incorporates the State's significant commercial, governmental, cultural, recreational and technology sectors.

As a Registered Training Organisation (RTO) offering over 329 fully accredited award courses within the Australian Qualifications Framework, Central TAFE is dedicated to increasing the opportunities for people currently in or entering the workforce through the development, customisation and delivery of courses to meet industry needs.

Courses delivered at Central TAFE concentrate on the higher end of the VET qualifications -

Central TAFE
Who are we?
What do we do?



Certificate IV, Diplomas and Advanced Diplomas. They fall within four strategic industry groups. These include:

- Science, Technology and The Arts
- Management and Business
- Resources and Infrastructure
- Community Services and Health

Students can access training through a range of formats that have been identified as favourable alternative pathways to developing skills:

- On-line (Internet)
- Off-campus (correspondence)
- Self-paced (Flexible Learning)
- Face-to-face (traditional delivery by Lecturer)

The number of international students choosing to study at Central TAFE increased from 785 in 2000 to 863 in 2001 and the College has an established campus in China, teaching English programs in Anhui and delivering a range of programs in other provinces.

Central employs professionally trained people with a huge diversity of expertise in:

- Science and technology, including biotechnology and visualisation
- Information technology and telecommunications
- Visual and performing arts and media
- Advanced manufacturing and value added processing



- The built environment
- Tourism
- Health and personal and community services
- Languages and communications
- Business and professional services
- Resources, primary industry and environment

To ensure that training is of the highest standard, staff are selected for their ability to facilitate learning, their qualifications and their knowledge and experience of specific industries. Courses are developed in close liaison with industry groups.

The sector has undertaken significant reform over the past 10 to 15 years, with changes in its strategic direction occurring at both state and national levels. As part of the sector, Central TAFE is highly responsive and well connected to industry, its courses are practical and job focused and its method of operations is student-focused and driven by employment outcomes. The College also earns significant revenues outside the publicly funded system providing consultancy, training solutions directly to industry, both in Australia and overseas and applied research and development.

College Vision

Central TAFE strives to be recognised as an innovative, creative and sought after deliverer of vocational education and training solutions locally, nationally and internationally.

In order to achieve the vision, the College embraces five Vision Drivers:

- *Becoming More Learner Focused*
- *Closer Alignment with our Industries and Clients*
- *Developing Partnerships and Alliances*
- *Building an Operating Culture which is innovative, creative and fulfilling*
- *Operating within a disciplined Business Framework*

From the Managing Director

Following the celebrations of its centenary year in 2000, Central TAFE maintained its position as a premier deliverer of vocational education and training (VET) in 2001. The College has recognised the need to manage its activities to the triple bottom line, recognising that social, economic and environmental results are interwoven and interdependent. Central has succeeded in meeting targets in each of these areas for the year and, in some instances, received external recognition for doing so. In meeting these targets, the College has expanded upon existing collaborative arrangements with other colleges, agencies and industries and has developed a number of new relationships.

During 2001, the Western Australian Government commissioned two inquiries with implications for the future operations of TAFE colleges – the *Machinery of Government Taskforce* and the *Review of the WA Training Sector*. Central TAFE made submissions to both inquiries, emphasising the view that the TAFE sector could and should play a leading role in the economic and cultural development of Western Australia.

During 2001, the College responded positively to a national decision to establish more consistent quality assurance and recognition arrangements in the VET sector. The Australian Quality Training Framework (AQTF) is a set of nationally agreed standards ensuring the quality of vocational education and training services throughout Australia. The AQTF sets standards for Registered Training Organisations (RTOs), ensuring that the RTOs and the qualifications that they issue are recognised throughout Australia and that there are consistent registration requirements in all states and territories. During the last quarter of 2001, Central TAFE put in place a major project to enable a full self-assessment of the College against the new AQTF standards to be conducted by June 2002. Central TAFE is well placed to make a smooth transition to the new AQTF standards based on the quality management system that has enabled the Quality Endorsed Training Organisation (QETO) status to be maintained by the College since 1996. The work done within the College to understand business processes and to build review and improvement into its business cycle has laid the foundation for a smooth transition. One of the major focuses of the AQTF, and one



that the College had recognised before the launch of the standards, is the need for a greater emphasis on teaching, learning and assessment. Academic development has been identified as a key corporate responsibility and a decision was taken to commit additional resources to that function commencing in 2001.

ECONOMIC RESULTS

The major financial target that Central must meet each year is to deliver 100% of the government purchased training included in its Delivery and Performance Agreement with the Department of Training. In 2001, Central achieved approximately 105% of its target.

The target for non-profile delivery was also exceeded by 13.1% with total revenue received from all non-profile activities approximating \$19.5 million. This contributed to meeting overheads and investments in initiatives. These results required a major and sustained effort from staff in most areas of the College and I commend those efforts.

In 2001, Central TAFE was instrumental in the establishment of a working party from TAFE Colleges and the Department of Training, which developed a set of prudential standards for the financial management of the colleges. These standards were endorsed by the Minister of Training and Central now manages to these standards.

During 2001 the College established its *Online 2001 project*. By implementing new online

technology in key process and customer service areas, the College has been able to enhance its customer service, empower its staff and improve productivity and efficiency.

A functional review of the College's non-academic operations was conducted and made some major recommendations to introduce further efficiencies in the College. The recommendations were supported by Governing Council. Implementation has commenced and will continue in 2002 to support productivity gains and improvements to customer service. There was also a realignment of programs and corporate responsibilities into strategic industry groups. Central now has four divisions in addition to the Office of the Managing Director - three academic divisions, each of which incorporates a major area of corporate responsibility, and an Information and Resources Division. The academic divisions are:

- Health, Community Services and Academic Development
- Science, Technology, The Arts and Business Development
- Management and Business and Customer Services

Central is working with the Department of Training in relation to the Government's desire for TAFE colleges to be more cooperative in their approach to developing a holistic training system. The move in this direction was reinforced by recommendations of the *Review of the WA Training Sector* and the *Machinery of Government Taskforce*.

SOCIAL RESULTS

Central TAFE's major campus is in Aberdeen Street Northbridge, where it forms an important element in the cultural heart of the city, together with the Art Gallery of WA, the WA Museum, the Alexander Library and organisations such as the Perth Institute of Contemporary Art. Towards the end of the year, discussions were held with Government regarding the College assuming a more important role in the strategic development of the Northbridge area following the opening of the Tunnel.

Central TAFE Art Gallery

2001 was the first full year of operations of the purpose built art gallery at 12 Aberdeen

By implementing new online technology the College has been able to enhance its customer service, empower its staff and improve productivity.

Street, Northbridge. During that time, the gallery hosted a wide variety of exhibitions, some of which were four graduation exhibitions, two exhibitions of Aboriginal art, a sound-art exhibition and a retrospective exhibition by a staff member. The College's links with the community were strengthened by its collaboration with Graylands Hospital and the Prisons system to present collections of work by clientele from within those agencies, and with the Education Sector, through the exhibition *Young Originals*, from secondary school students. Almost 10,000 visitors attended the exhibitions during the year. Also in 2001, the College opened its Artist-in-Residence premises in Beaufort Street, connecting to the gallery. These premises provide self-contained accommodation, studio and gallery space for an artist-in-residence program. Community organisations have been invited to nominate artists for this program.

The purpose built Fine Art and Studio Ceramics facility was also the venue for the Ceramic Arts Association of Western Australia's International Ceramic Artists Workshop. This event brought together a number of artists from Japan, USA, France, New Zealand and Wales as well as from across Australia.

Student Employment Services

JobsCentral, Central's Student Employment Service opened its doors for business in March 2001. The Unit was set up with a clear and concentrated focus on assisting current students and graduates, for a period of 12 months after graduation, with their transition from training to employment. Preparation for the labour force, matching students /graduates to industry and co-ordinating student work experience are some of the activities in the Unit's suite of services. 1500 students accessed the job preparation service during the year, with 700 of them registering

From the
Managing
Director



for employment. 400 students were referred to listed vacancies and 103 placed in employment.

Access and Equity Vision

Central delivers programs that cater to the training needs of all sectors of the community. 7% of Central's programs are Access and Equity.

In October 2001, the Minister for Training launched the College's *Access and Equity Strategic Vision and Plan*. The Plan was developed in close consultation with a diverse range of organisations and individuals. Amongst its aims are:

- empowerment of Central's diverse student population
- provision of creative, flexible, life-long learning
- enhancement of Central's role as the "first choice" vocational education and training provider for access and equity groups
- delivery of flexible and accessible training programs to targeted groups that lead to employment and life-long learning opportunities

- building of a culture that recognises diversity, flexibility and inclusiveness to enhance the quality of education and training

As part of this vision, the College has established an *Aboriginal Strategic and Operation Plan (2002 – 2004)* that supports the Government's policy *Making it Happen*.

Pathways into Employment

Also in October, the Federal Minister for Immigration and Multicultural Affairs launched Central TAFE's Pathways into Employment Initiative. The College has delivered migrant English programs for 20 years, but over the last four years, the number of migrant English students has doubled because it has been delivering the Adult Migrant English Program (AMEP). The College now delivers English courses to approximately 1,400 migrant English students, of whom about half are AMEP students. A recent evaluation of AMEP has indicated that Central exceeded the national average in reaching and retaining the AMEP students. In doing so, the College has forged strong relationships with both industry and the community, both sectors now being represented in a Reference Group established by the College.

ENVIRONMENTAL RESULTS

Energy Conservation Initiative

Central TAFE takes its responsibilities as a corporate citizen very seriously. Its *Energy Conservation Initiative* has now been operating for eight years. Central's efforts to improve the environment and contribute to a sustainable future were recognised in 2001 with the College winning awards for:

- *Perth's Best Higher Education Campus* in the Tertiary Institutions Category of the Perth Environmental Awards.
- *Commercial Building Award* at the WA Office of Energy Awards.
- *Individual Energy Achiever of the Year Award* was won by the Manager, Planning and Procurement.
- *Best Higher Education Campus Award* at the Keep Australia Beautiful Council Perth Environment Awards.

These awards recognise the significant initiatives initiated across many College operations to reduce greenhouse gases, recycle materials, reduce waste and better manage resources, encourage sustainable practices, beautify the environment and train Central's students to be environmental champions of the future.

Cleaner Production

On 21 May 2001, Central TAFE became one of the early signatories to the *WA Cleaner Production Statement*. The Statement is a formal, voluntary, commitment by Central TAFE to identifying and incorporating the principles of *Cleaner Production* into its activities - to ensure that its activities contribute to a cleaner, and more sustainable, Western Australia.

The *WA Cleaner Production Statement* was developed by the *WA Sustainable Industry Group (WASIG)* - a network of over 160 industry, community, education and Government organisations that operate throughout Western Australia. WASIG is a partner organisation to the World Business Council and the activities of the group are facilitated by the Centre for Excellence in Cleaner Production at Curtin University.

The promotion and adoption of *Cleaner Production* by Central TAFE will:

- benefit the environment by increasing resource efficiency and minimising waste
- provide opportunities for staff and

students to understand and appreciate the long term need for sustainable development and how they can contribute to this

- support state and national policies to promote eco-efficiency and responsible resource management
- train future *champions* in industry who are able to incorporate cleaner production principles into operations
- provide long term financial and operational benefits through improved processes, products and services

In 2002, Central will build on the major efforts it has already made to reduce energy and resource consumption and to identify appropriate actions that will move the College towards the realisation of Cleaner Production.

Student Projects

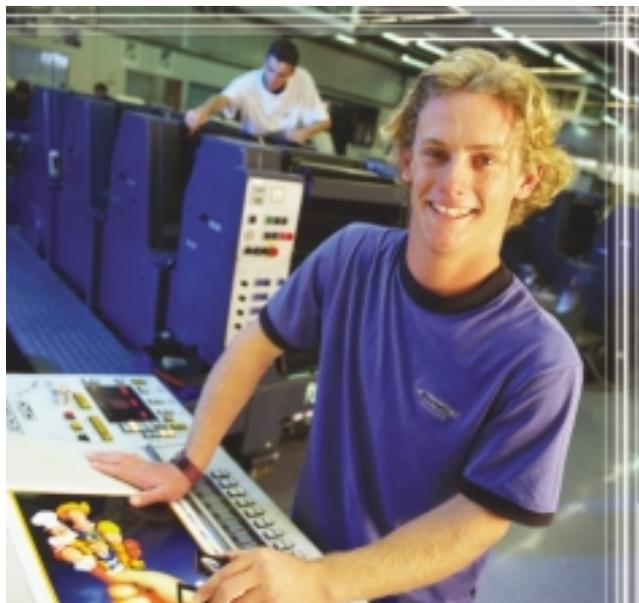
Central encourages its students studying environmental courses to work with industry and community using the skills they have acquired. Each year for the last eight or nine years, the College's Building Design students have worked with clients proposing developments in environmentally sensitive areas. In 2001, the students developed solutions for a proposed project at Bow River in the South of the State. The project was for accommodation units, administration office and restaurant near the River on flood prone land. This involved solving both building and waste-water management issues.

From the
Managing
Director

Launch of the Geographical Analysis CD for Schools

At the request of teachers and the industry, Central's Geographic Information Systems (GIS) Training Centre built a CD that uses a free GIS software product, requires no software installation and delivers a vast range of relevant data to assist secondary school geography teachers to access the latest technology in their teaching. The keys to the success of this initiative were the compilation of practical exercises, which directly address curriculum outcomes, the close consultation with teachers, and the provision of hands-on training in the software. This project was sponsored by public and private sector organisations.

The College has worked conscientiously to ensure that the Western Australian





Government's policies and strategic directions were reflected in all its operations in 2001. It has consulted widely with Government, the Department of Training, industry and students, as well as undertaking extensive research, to take into account fundamental shifts and broad philosophical changes in policy to meet the requirements of both State and Federal Governments. These have been incorporated into Central TAFE's Consolidated Operational Plan 2002.

I would like to acknowledge the excellent performance of Central TAFE's staff and management, and their commitment, dedication and professionalism. Thank you also to the members of the Governing Council for their contribution and support during 2001.

A handwritten signature in black ink, appearing to read 'Brian T Paterson'.

Brian T Paterson
Managing Director

From the
Managing
Director

SECTION 2

REPORT ON OPERATIONS

Strategic Objectives

The 2000-2004 Central TAFE Strategic Plan established four strategic objectives:

- *Expand our client base by:
Consistently growing WA Government purchased business
Aggressively growing business with other sectors*
- *Enhance the College's people advantage;
its culture and workforce skills*
- *Strengthen the College's financial position in order to establish reserves and to reinvest in training delivery and support services.*
- *Become 21st Century competent in the application of technology to achieving the College's Vision.*

Specific strategies have been developed to support the achievement of these objectives. Achieving the strategic objectives will enable the College to realise its vision of being recognised as an innovative, creative and sought after deliverer of vocational education and training solutions locally, nationally and internationally.

Strategic Direction

Expand the client base

Central recognises that to achieve the strategic objective of expanding its client base, the College needs to be proactive in identifying and understanding its customer needs. An operating culture, which is learner and customer focused, assists in achieving this objective - as does the identifying of emerging markets and vocational trends and establishing alternative modes of delivery in addition to the traditional approach.

Central continued its commitment to product development. In 2001 a number of courses were customised to meet specific industry needs. These included an on-line MapInfo Geographical Information Systems (GIS) course, a Diploma in GIS, and various short programs developed and introduced through the College's Centre for Mining and Geoscience targeting the Mining and Industrial Minerals sectors. A major achievement was the expansion of the College's already successful CISCO program to include the higher level CISCO Certified Network Professional (CCNP) program. The first group of students completed Stage 1 of the program in Semester 1 of 2001.

With this commitment to product development, the College also ensures that it caters to emerging trends and its delivery modes remain contemporary. Central's Centre for Online Services ran on-line Information Technology and Vendor Certified courses in Java™ and Solaris™. During 2001, the Authorised Academic Sun Education Centre was opened at eCentral (the College's East Perth campus) providing an eBusiness Innovation computer laboratory for students and staff. The Small Business Development Corp e-Start online training and awareness product also commenced.

The Advanced Diploma of Animation is a new initiative. This course allows students to develop industry relevant animation skills with state of the art hardware and software. The course is industry focused and students explore Time Based Animation including sound and production.

In line with the College's vision, to *be recognised as an innovative, creative and sought after deliverer of vocational education and training solutions locally, nationally and internationally*, Central's International Centre continued to strengthen the College's



relationship with China. Central's Advanced Diploma in eCommerce was delivered at the University Of Hangzhou. The Managing Director attended the opening of a new building at the Anhui China Australia TAFE College in November and a 100-day training program for 20 delegates from the Anhui Province Science and Technology Centre for Exchange with Foreign Countries was delivered and over 500 students enrolled in the *English Language Intensive Course for Overseas Students* (ELICOS) program.

Central's Centre for Spatial Information, in conjunction with the College's International Centre, was awarded a contract by Hatch Associates Pty Ltd to develop and deliver in-country surveyor education in Vientiane, Laos. This project was secured largely because of the Spatial Information Centre's strong reputation for training and its previous experience in a similar project in Bangladesh the previous year.

Central's Research and Industry Analysis Unit seeks to understand students and their needs in the College environment and to develop their potential for success in the workplace with work ready skills and knowledge to respond to current and future industry requirements. During 2001, the Unit produced research on *Improving Completion Rates for TAFE Students*, which built on existing information on student outcomes, by closely examining the individual student, the environment and institutional practices that affect successful student outcomes. As a result of this research, the College has been nationally recognised for its management of student retention and attrition rates. From this research, the College developed intervention strategies to produce more successful outcomes for students.

As part of Central's customer focus strategy, the College also undertook research in *Market Segmentation*. This research enabled Central to gain a greater understanding of the segments that make up its primary market. With this information, the College is better able to meet the needs, and add-value to, existing markets thus enhancing the student's journey through Central.

In expanding its client base, Central continued its Research and Development commitments. Through Applied Research and Development, Central is able to provide greater links with industry, and as a result,

An operating culture, which is learner and customer focused assists in achieving Central's strategic objectives.

greater opportunities for students. Examples of Central's strategic projects include hydraulics systems monitoring and analysis, fast forensic, the establishment of the Interactive Virtual Environments Centre (IVEC), undertaking research grants, and obtaining a grant to establish a design centre, which will focus on innovation and creativity through the use of art technology.

People advantage – culture and workforce skills

Central's staff are its most sustaining strength. To meet the challenges of the future the skills of its staff are continuously enhanced. With the introduction of the new Australian Quality Training Framework, Central has undertaken to assist all of its permanent and contract lecturing staff to obtain their *Certificate IV in Assessment and Workplace Training* by June 2002. This is a major project that has required the commitment of considerable funding.

To assist the College in gaining a better understanding of the issues affecting staff, an *Internal Services Survey* was conducted to gain feedback from staff on a range of services provided by the College. A *Staff Satisfaction Survey* was also conducted to seek further feedback on the organisational health of the College. Central is conscious of its need to provide consistent communication. The importance of job satisfaction and the acknowledgment of the successes and skills of its staff are also recognised, as is the College's awareness of its need to have greater staff involvement in change.

The *Reward and Recognition Program* at Central recognises staff for their outstanding commitment to customer service and innovative solutions to workplace procedures. The *Outstanding Lecturers Award* recognises the characteristics of accountability, openness, integrity, respect and excellence in its lecturing staff. The *General Manager's*

Award is presented to a team or individual that contributes towards promoting and advancing Flexible Learning in the College.

Central's continued success will depend on the innovation and creativity of its staff. An *Innovation and Creativity Strategy* has been developed and will be implemented during 2002.

The goal of the strategy is to develop the organisational and individual capability for innovation and creativity and to establish a culture and communication process that will encourage innovation and creativity. The annual *'Day of Innovation'* was held to showcase innovative projects and work practises. Over 50 exhibitions from across the College highlighted the innovative ideas and best practice being implemented by departments – both academic and non-academic.

Central's Flexible Learning Unit acts as a centre of excellence and best practice in supporting and expanding flexible learning. It supports academic areas in the design and use of flexible delivery strategies to enhance learning opportunities for students. During 2001, two *Reframing the Future Projects* were completed: *Assessment on Demand* and *Knowledge Management for Assessment*. These allowed Central to enhance its ability to administer the assessment process. The Unit also received funding for a LearnScope project to conduct training for the nine College learning technology mentors. The training focussed on mentoring and technical skills and assisted staff to take a more strategic view of on-line learning. The Unit also coordinates the continued development of Skills Recognition for various courses, illustrating Central's commitment to the assessment and certification of existing skills and competencies as another mode of delivery.

Courses available through Staff Development Services further ensure that staff are provided with opportunities to develop new skills or update existing ones. Training was available in a range of courses including Information Technology, Cultural and Disability Awareness, Performance Management and Staff Selection Skills.

Staff from the College's Computer Graphics and Visualisation Centre continued to present papers on Forensic topics at various conferences, whilst three staff members of

the Visualisation Centre completed their research on 3D Face Scanning and had an article published in Europe on their technique.

A lecturer from the Centre for Electronic Engineering, was nominated and selected as a member of the *Premier's Science Council*, a body established to oversee the improvement and expansion of research capabilities in Western Australia.

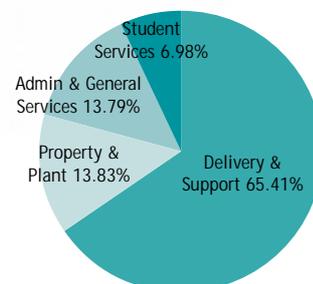
Central TAFE recognises the rich diversity of its students and regards the multicultural diversity of staff as a priority in providing quality education. To formalise this importance, the College is working towards the development of a *College Diversity Plan*. The Plan will support the College's *Aboriginal Strategic and Operation Plan (2002 – 2004)*, the *Access and Equity Strategic Vision* and the *Human Resource Management Strategy*.

Strengthening of financial position

The College is committed to ensuring that it has the capacity to invest in its future direction and to maintain a level of strategic cash reserves. Strategies implemented to improve the College's financial position aim at continuing to increase its commercial activity and improve productivity. The implementation of technological solutions through the online strategy enables the College to reduce transaction costs and improve customer service. The functional review undertaken looks at more efficient ways of operating. The expectation of savings from these strategies has been built into the five-year financial plan.

By maintaining the capital reserves the College is able to invest in its future. \$1.4m was invested in strategic initiatives such as the online 2001 project, flexible delivery and skills recognition projects, staff development programs and business development projects.

Figure One: Allocation of Operating Expenditure



Central is conscious of ensuring that its overall investment predominantly supports training delivery. The graph above illustrates that 65% of Central's total operating expenditure is allocated to the training delivery and academic support areas.

21st Century competent

The ongoing information revolution is creating substantial training opportunities for Central TAFE, with the introduction of new e-Commerce courses. The College also applies appropriate information technologies to its own operations.

The College has invested heavily in online services. The aim of the gradual implementation of new online technology in key processes and customer services is to distribute training to learners, to provide access to enrolment, timetabling and result information and to streamline administrative functions. The *Online 2001* project has been instigated to provide a blueprint of how the College will achieve 21st Century competency in the application of technology. This also requires a change in the culture of the organisation from traditional to contemporary.

To become 21st Century competent the College firstly considered how it would implement a system, driven by the requirements of the learners and customers. The accessing of information on a 24 hours a day, 7 days a week, 365 days a year basis and having a one-stop shop system, with online services being available anywhere, anytime, was another requirement. The College further required an online system where all transactions are entered once and other associated services such as the production of student and staff cards can be generated through this one transaction.

In line with this strategy, the new telecommunications system was successfully implemented during the first half of the year. The state-of-the-art digital equipment uses microwave, voice and data communications between the campuses and the provision of video conferencing facilities has enabled more efficient communication. In addition to this, Central's new *Contact Centre* has combined the Internet with telecommunications, customer enquiry and switchboard functions.

A range of online services now available to

students and customers includes the *Products and Services Catalogue (PSC)*, online academic results and online enrolments. The PSC provides online access to Central's products and services 24 hours a day, seven days per week and 365 days a year. It contains information on all courses and modules offered by the College, study plans and selection criteria for each course, services and facilities located at each campus, and the ability to register an interest in any course online.

In addition to the online services available to students and customers, Central has significantly improved the access for staff to key management information. An online *Management Information System* provides Financial, Human Resource and Student Delivery Performance information. This has had the beneficial effect of empowering staff and increasing productivity.

The College is also providing the academic areas with the tools to become 21st Century competent. These areas are now utilising Web Course Tools (WebCT). WebCT is a platform used by Central TAFE to support on-line and in-class teaching. The Flexible Learning Unit has been responsible for training lecturers to become Learning Technology Mentors who assist staff in converting courses to an online format. Virtual communities have also been created using WebCT. Forums and hubs (such as an assessment hub) have been developed as a shared resource for lecturers providing problem solving opportunities and chat lines.



Government Direction

Collaboration

Central TAFE acknowledges the Government's direction in increasing collaboration within the TAFE sector. Central also recognises the importance of its partnerships and alliances to enhance the quality and relevance of training.

During 2001, due to the significant collaboration between the Central TAFE training delivery staff and the Noongar Alcohol and Substance Abuse Service staff, Indigenous traineeship graduates in *Certificate III Community Services (Youth Worker)* completed training in six months (instead of the regular 12 months).

Working in conjunction with Department of Justice, a training program for thirty Prisoner Risk Assessment Groups across the State was developed with the aim of reducing deaths in custody.

Central established a client relationship with the Armadale Health Services and with Galliers Private Hospital and Specialist Centre to explore the establishment of a 'Corporate Institute'. The health corporate institute model will be a first for the VET sector in Western Australia.

As a result of collaboration between Central TAFE and Sun Microsystems, a donation of Sun equipment and services was made to the eCentral campus of Central TAFE to set up the eBusiness Innovation Centre. This eBusiness Innovation Centre will assist local business (small to medium enterprises), students, lecturing staff and the community at large to gain a better understanding of the online environment and eCommerce principles.

The Advanced Manufacturing Technology Centre at the Subiaco campus successfully conducted the PROSEED program. This was a joint initiative with the Queensland Manufacturing Institute that involved participants from a number of key Western Australian companies, including the ERG Group and Orbital Engine Corporation Ltd. The aim of the program was to provide industry with the tools and strategies to accelerate product development and speed to market.

Central became the only College to offer the *First Rate, Office of Energy Housing Rating Software System* program, targeted at designers, homebuilders and Council building surveyors. This was the outcome of

discussions with the Built Environment Energy Innovation Division from the Office of Energy, which facilitated the training in the Eastern States of a lecturer from the Centre. The program has been successfully delivered twice and will continue to be offered on a regular basis in 2002.

Through the Advanced Manufacturing Technology Centre at the Subiaco campus, a strong link was established with the Institute of Materials Engineering Australia to provide a focus for this industry sector. The Centre also worked closely with Curtin University of Technology, The University of Western Australia, Edith Cowan University and the Australian Institute of Steel Construction to support training and professional development for local students and employees.

As a result of discussions between the Georgiou Group Pty Ltd and Central's Centres for Civil, Structural and Environmental Engineering and Spatial Information, a number of scholarships are being offered to students in Surveying and/or Civil Engineering. These will provide the successful applicants with the opportunity to work full-time with the company while being given time off work to complete their studies part time at Central. To date one student has completed while five are continuing in the program.

Central TAFE took over the operations of the Western Australian New Materials Technology Centre (WANMTC Pty Ltd). The WANMTC provides practical materials technology to Western Australia and a consultant was appointed to do a feasibility study and harness industry support for its activities.

The *Machinery of Government Taskforce* and the *Review of the WA Training Sector* inquiries supported the introduction of shared services, in a number of corporate areas, within the TAFE College Sector. Central TAFE is collaborating with the sector on the implementation of this initiative.

Central TAFE is working with Midland TAFE, South East Metropolitan College of TAFE, Challenger TAFE and the Department of Training to advance the establishment of the *Telecommunications Training Institute* (TTI). The TTI, with Central TAFE as a lead organisation, is seeking the participation of Ericsson, Nokia and other multinational

telecommunications companies in this collaborative initiative. When established, the TTI will have the opportunity to provide telecommunications training locally, nationally and in the Asian Pacific Region.

The Australian Oil and Gas Training Consortium, which comprises Central, Challenger and Midland Colleges of TAFE, officially began on 1 January 2001. The Consortium was successful in winning the Timor Gap training management project. \$100,000 from Woodside and \$10,000 from Halliburton was received for the Stage II Capital Works program at Subiaco.

Access and Equity

Central's commitment to Access and Equity was illustrated with the College being short-listed for the *Pretzel Logic Training Excellence Award in Access and Equity*.

In addition to the development of the *Access and Equity Strategic Vision, the Aboriginal Strategy and Operational Plan (2002-2004)* was finalised with the endorsement of the *Australian Indigenous Education and Employment Committee (AIEETC)* under the guidance of the Committee's Chairperson.

A Noongar Patrol Training project was completed in 2001. This project involved a lecturer customising a course, dealing with indigenous youth, for 13 members of the Noongar Patrol Group. The lecturer gave further assistance by patrolling with the members. The College achieved recognition and praise for the quality outcomes from the Chair of the Aboriginal Council.

A joint venture with the Town of Vincent and West Coast College of TAFE enabled Indigenous students to undertake a carpentry course. This course involved an extensive project, the restoration of a heritage-listed house, which was successfully completed and the keys to the renovated house handed over to the Town of Vincent at a formal function.

A retail skills course for students with disabilities was established and a project has commenced to trial leading edge technology to assist delivery of programs to people with disabilities and learning difficulties. This will be piloted in conjunction with the University of the Sunshine Coast (Queensland) and Murdoch University.

Science and Technology

Within the field of Science and Technology, Central is involved in a number of program areas including renewable energy, environmental management, visualisation, minerals processing, 3D imaging and super computing. Central's aim is to bring specific fusion between these programs and the more traditional programs of information technology and electronic engineering.

In 2002, Central will be working to enhance its Science and Technology focus by continuing to develop its strategic projects. The Interactive Virtual Environments Centre (IVEC) will continue to provide business solutions through visualisation and 3D imaging using super computing and HAPTIC technology. The Ideas Centre will bring

These projects allow Central to continue to be involved in emerging technologies and the knowledge economy.

innovation and creativity to design technology. The Telecommunications Training Institute (TTI) will work with industry using wireless application and mobile e-commerce. The Subiaco Advance Manufacturing Technology Centre (AMTC) will continue to conduct industry training, research and development, product development and improvements in all aspects of design, materials selection, testing and manufacturing methods. The Sun e-Business Innovation Centre will assist small to medium sized local business in gaining an understanding of eCommerce and the online environment.

These projects allow Central to continue to be involved in emerging technologies and the knowledge economy and add a new dimension to the way Central interacts with industry, government and students. It also provides staff and students with access to contemporary skills development.

Student Achievements in 2001

Jewellery

1st prize, Jewellery Category – National Workskill Competition – *Miles Henderson*

Design for Industry

Winner of a competition to design a skateboard park for Vincent Town Council – *Shane Janicki*

Cockburn Council Environmental Sculpture Prize – *Chris Maple*

Printing

Lithographic Institute of Australia Award – *Alison Fleet*

Fashion

Fashion Diploma student, *Valli Dare*, won a two-month scholarship to study at Instituto Europeo De Design in Italy

WA Fashion Design Awards:

Winner of the Bridal Wear Student Award, Club Wear Student Award, Evening Wear Open Division and the Sunday Times Supreme Student Award- *Anastasia Suyanti*

Winner of the Evening Wear Student Award - *Tracey Kociuruba*

Winner of the Urban Man Student Award - *Daniela Sunjic*

Finalist in the Fantasia Student Award - *Emma Neal*

Runners up in the Swimwear Surfwear Open and finalists in the Couture Evening Wear Open - *Daniela Sunjic and Leanne Every*

Photography

1st place, Year 3 category Ilford Australia National Tertiary Students' Photographic Competition - *Anna Boaden*.

Photography Student of the Year and winner of the Lauren Fitzsimmons perpetual trophy - *Stefanie King* (Canon for the Australia Institute of Professional Photography, WA Division).

Film and Television

Winner of the National Student Film Competition with his film entitled Jacobs Gold - *Matt Richards*

Work selected for exhibition

Work selected to appear in the Craftwest 'Be Active' Exhibition Advanced - *Belinda Panizza and Paul Fitzgerald*

Work selected to appear in the Craftwest 'Be Active' Exhibition - *Mitsue Slattery*

Work selected to appear in the Perth City Craft Awards Exhibition - *Simon Cheng*

The Rottnest Island Authority Corporate Uniform Competition resulted in the award of \$3,000 prize money to Central's students whose garment and fabric designs will be worn by island staff before the end of the year

Building Design & Drafting

Inaugural Dale Alcock Scholarship winner - *Livia Hawker*

2nd place National Magazine Cover Design Competition - *Maura Widjaja*

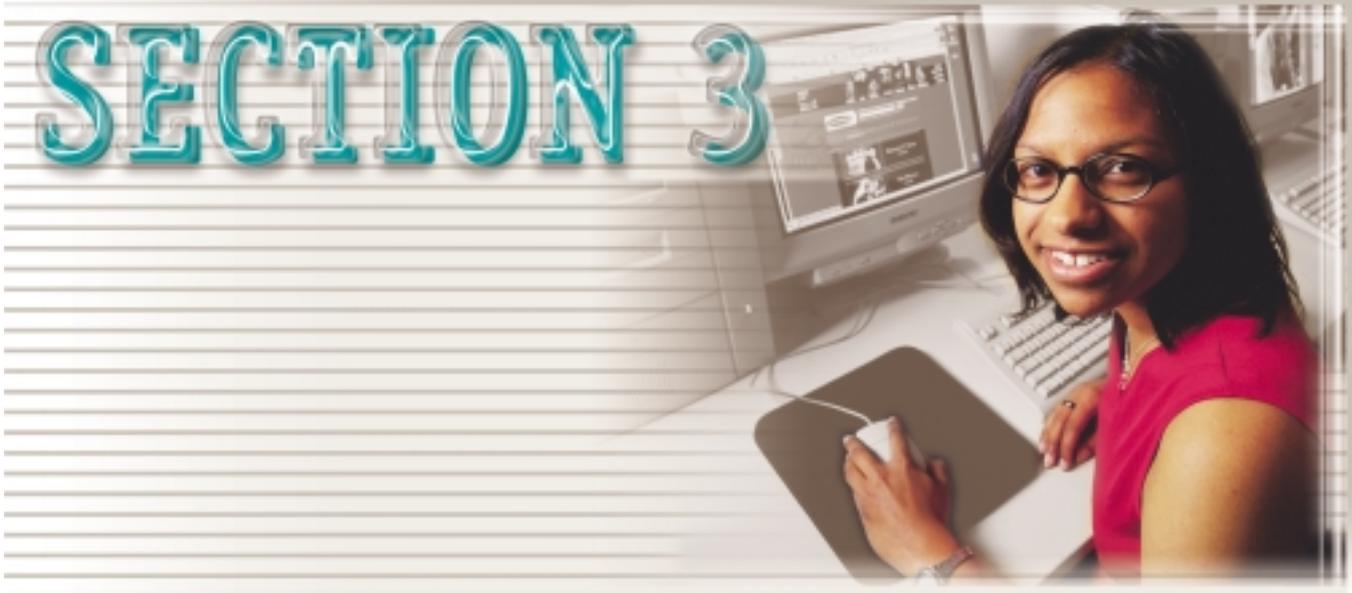
Winner of the National Award for Women in Non-Traditional Areas of Work and Study in the Vocational Education and Training category - Shelley Brasher

Management & Business

Chonartle Pitulej, a finalist in Aboriginal and Torres Strait Islander Trainee of the Year

Human Resource Management student *Michael Turner*, was selected by TAFE International to attend a conference entitled 'E-ducation Without Borders' held in Abu Dhabi in April 2001.

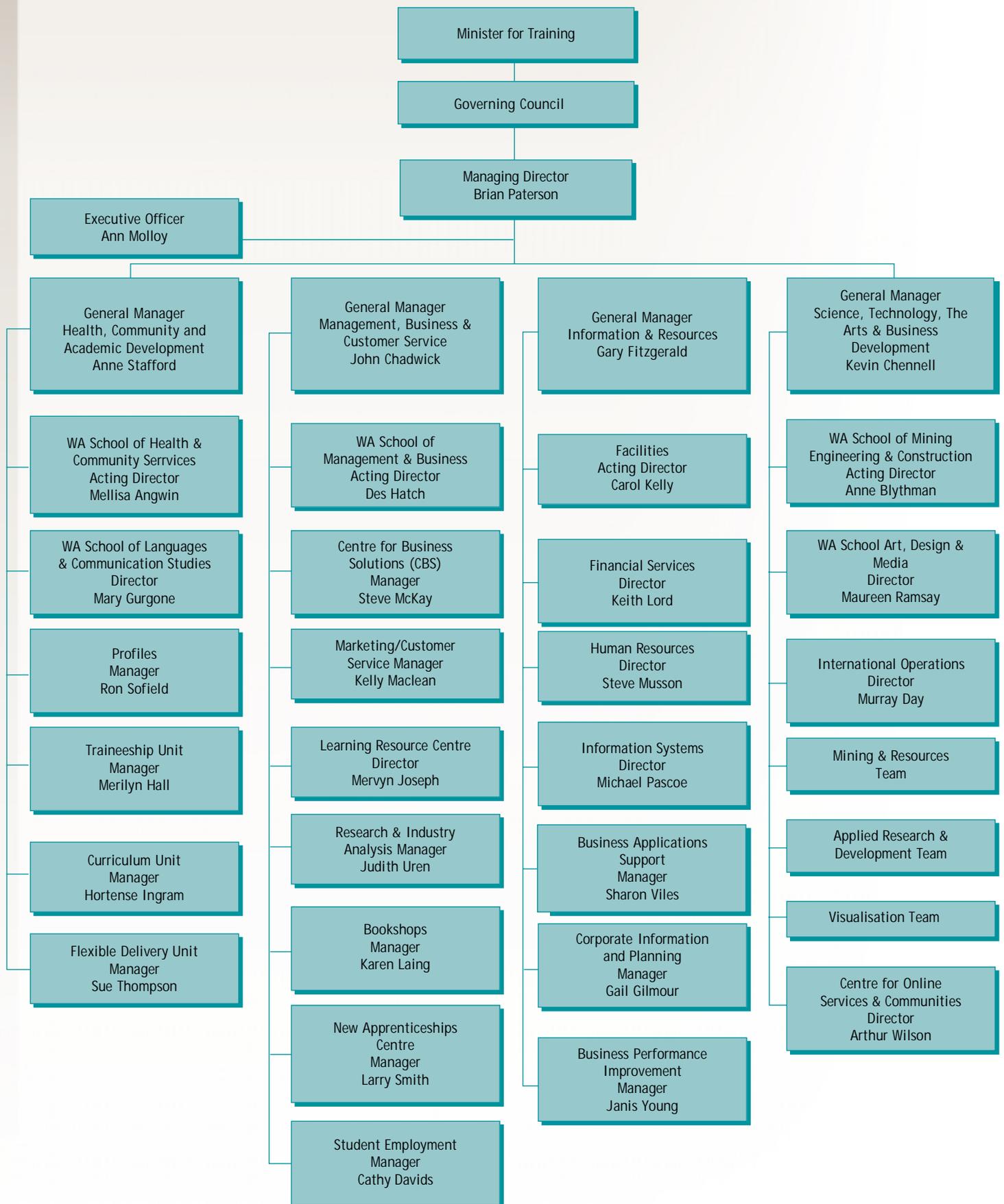
SECTION 3



Corporate Governance and Compliance Requirements

Central TAFE embraced the principles of corporate governance in alignment with the *'Corporate Guidelines for Western Australian Public Sector Chief Executive Officers'* to achieve the following outcomes:

- *Effective resource management*
- *Effective delivery of public services*
- *Compliance with the varied requirements of a statutory authority*
- *Providing the Minister for Training with the required level of information.*



Accountable Authority

Under the *Vocational Education and Training Act 1996*, Central TAFE became a statutory authority responsible to the Minister for Training on 1 January 1997. The College has the legislative authority to implement the components of its strategic and operational plans. The accountable authority is the Governing Council, of which the Hon Mal Bryce is the Chair.

Central TAFE's Governing Council convened quarterly to review and discuss business compliance and performance and related issues. The Finance and Audit Subcommittee held monthly meetings.

College Governing Council

The College Governing Council comprises a chairperson and up to eleven members appointed by the Minister in addition to the Managing Director, who is a member by virtue of his position.

The members of the Council in 2001 are:



Ms **Caroline Ameduri** was appointed to Council with effect from 1 January 2000 and resigned from Council on 21 February 2001 to relocate interstate. She had been Manager Corporate Affairs at Western Power and was

previously Telstra's Manager, Corporate Affairs WA and Director of Policy and Advisory Services for Western Australian Municipal Association. Ms Ameduri was a member of the Board of the Fremantle Port Authority from February 1999 until February 2001.



Associate Professor **Mike Grant** was appointed to Council with effect from 1 January 1998 and was re-appointed from 1 January 2000 until 31 December 2001. He is the Executive Chair of the Avant Group. He was formerly Chief Executive of Imago

Multimedia Centre Ltd. and head of the Division of Multi Media Services at Edith Cowan University.

Ms **Sharon Brown** was appointed to Council with effect from 1 January 2000 until 31 December 2002. She was the *1999 Telstra Business Woman of the Year* in Western Australia, and is employed as the Strategic Business Manager for Solution 6 AlphaWest. Ms Brown was for the two years 1999 to 2001, the WA Branch Convenor for the Australian Information Industries Association (AIIA) representing Industry and Vendors to Government and currently holds the position of Chairman. She is a member of numerous boards and committees, many of them with an information technology and communications focus.



Hon **Mal Bryce AO** was appointed Chair of Council with effect from 26 March 2001 until 31 December 2003. He is an eCommerce pioneer and architect of Australia's first online community. He was Deputy Premier of Western Australia during the 1980s, and has been a company director, corporate manager and senior consultant. He is a former director of Bankwest, Senior Consultant to Dow Digital, member of the Prime Minister's Science Council and management consultant with Deloitte Ross Tohmatsu. Currently, he is a Senior Associate of The Australian Centre for Innovation and International Competitiveness in Sydney.



Ms **Glenda Martinick** was appointed to Council with effect from 26 March 2001 until 31 December 2003. She is the Senior Consultant at AEM Consulting Group Pty Ltd. Her experience includes information technology, business improvement and service level management with extensive expertise in information technology management and reviews, development of business strategies



integrating technology requirements, the development of service level agreements for business areas and public consultation and community liaison.



Mr Stewart Key was appointed to Council with effect from 1 January 1998 and reappointed from 1 January 2000 until 31 December 2001. He is Principal Consultant at Management Consulting Australia. His experi-

ence includes business and market planning, strategic research, capital raising and the implementation of the Balanced Scorecard Approach to business development and growth. Mr Key provides independent advice to chief executives to accelerate the growth of their business and deliver superior returns.

scientific research and development, international technology licensing and venture capital and company management. Mr Kristensen acted as Council Chairperson, until the appointment of the Hon Mal Bryce to the Chair. Mr Kristensen resigned from Council with effect from 17 September 2001.

Ms Joanna Robertson

was appointed to Council with effect from 1 January 2000 for a two year term. She has a degree in Fine Art from Dublin; has exhibited in over 50 exhibitions worldwide (Ireland, USA and Australia) and founded and currently operates three arts related businesses. Ms Robertson was the winner of Forecastle's 1998 *Entrepreneur of the Year award*. She is a founding member of *Auswomen Trade International* that promotes international trade opportunities for WA women business owners.



Mrs Nerina Coopes was appointed to Council with effect from 1 January 2000 until 31 December 2002. She has worked in a broad range of sectors including disability, development education, relationship education, community

development and employment and training. As Executive Director of the Women's Economic Development Organisation and Business Development and Marketing Manager for Perth IteC, Mrs Coopes has promoted innovative approaches to VET in schools, Youth in Enterprise initiatives and an inner city small business incubator. Mrs Coopes is currently the Executive Manager of Kinway, relationship counselling and education services of Anglicare WA.

Mr Graeme Wallis

was appointed to Council on 1 January 2000 for a two-year period. He is the Managing Director of Wallis Drilling, a family owned company employing 150 people that services the mining industry. His experience spans the management of a coffee plantation in Papua New Guinea to the finance and banking sectors in Australia, specialising in marketing, credit control and management.



Dr Debra Rosser

was appointed to Council on 1 January 2000 until 31 December 2002. She is part owner of Blair Fox Generation Western Australia, a company that develops renewable energy (biomass) power stations in Australia. She has worked extensively with Western Australian industry as an industrial sociologist developing and implementing strategies to match organisational performance with desired social and business



Mr Paul Kristensen (Deputy Chair) was appointed to Council with effect from 1 January 1998 and reappointed from 1 January 2000. He is a chartered Professional Engineer and Managing Director of Capital Tech-

nologies Pty Ltd, with extensive experience in

outcomes. Dr Rosser's other community service activities include membership of the Christian Brothers' Ex-Residents' and Students' Services Committee of Management, the Prendiville Catholic College School Board and Family and Children's Services Steering Committee on Child Migration.



Dr Yit-Seng Yow was appointed to Council with effect from 1 January 1998 and re-appointed from 1 January 2000 until 31 December 2001. He is a leading member of Perth's Chinese Community. Dr Yow's ex-

perience in marketing Australian technology and products internationally has been an invaluable asset to the Council. His knowledge of China and other Asian countries has aided Central TAFE to build strong relationships in this area.

Central TAFE's Managing Director, **Mr Brian Paterson** is a member of the Council by virtue of his position.

All members are appointed on a voluntary basis. During 2001, the Governing Council convened seven *Governing Council* meetings. These meetings comprised five general-purpose and two special meetings. Eleven *Finance and Audit Subcommittee* meetings were convened. The Governing Council is also represented on the *Academic Board* and the *Commercial Board*, which meet monthly.

Working in cooperation with the Department of Training, the College ensures its compliance with ministerial directions and government policy.

Ministerial Reporting

The College conformed to the reporting requirements of statutory authorities stated in the *Financial Administrative and Audit Act 1985* and in Treasurer's Instructions. Annual Reports were provided to the Minister and the Office of the Auditor General for audit within the required timeframe.

The College responded promptly to ministerial queries and parliamentary questions. The College provided 28 Ministerial Briefings and responded to 24 Parliamentary Questions

relevant to operational objectives, investment or financing activities in 2001.

Customer Focus

The College's customers are clearly identified in all strategic and operational planning processes. The College strives to maintain high academic and customer service standards across all schools and campuses. To assist with this, complaints handling, requests for improvement and grievance resolution procedures are in place for students, staff and other interested parties.

Strong liaison between academic managers, lecturers and students ensures a committed customer focus. The provision of training and assessment plans and the opportunity for students to provide feedback via module evaluations ensures a constant customer focus. The College also meets its customers' needs by ensuring that modes of delivery remain contemporary.

The College continued research to identify trends to assist the development of products and services to meet the needs of emerging markets.

JobsCentral

Central TAFE recognises the value of an Employment Service and as a result launched 'JobsCentral' and has made it available to all its students and graduates. The role and services of JobsCentral has been outlined in the 'Report on Operations' section.

Student Survey

Central TAFE undertook its annual survey of students to measure their perception of how the College has performed in meeting their needs. The College achieved a satisfaction level of 85% in 2001. This information is analysed and areas for improvement have been incorporated into the College's 2002 Operational Plan.

Student Customer Service Council

Student Council comprises eight members from across the Schools. Meeting once per term, members input resulted in initiatives such as the installation of the coin machine in the canteen/bookshop area. The members were also involved in assisting the College

with testing the new on-line products such as the *Product and Services Catalogue (PSC)* and the *Customer Self Service Portal*. Members were on the panel for the 2001 WA Training Excellence Awards Site Visits and were part of the focus groups for the development of the *Access and Equity Strategic Plan 2002-2004* and the *Pathways into Employment Initiative*.

College Customer Services available for students are:

- Learning Resource Centres
- Gymnasium (Perth)
- Bookshops
- Canteens
- Information Centres
- Customer Contact Centre (formerly the Call Centre)
- Student Council
- Child Care Centre (Perth)
- Disability Services Officer
- Aboriginal Services Officers
- Pastoral Care (Chaplain)
- College Counsellor/Psychologist
- International Student Coordinators and Counsellor
- International Student Mentors
- Graduate and Student Employment Service (JobsCentral)
- Art Exhibition Space
- Security Officers

Evaluation of Programs

Under the *Vocational Education and Training Act 1996*, Central TAFE has:

- Managed its resources in accordance with the *Delivery and Performance Agreement* entered into with the Department of Training and Employment
- Prepared a 2001 College Training Profile and budget for the approval of the Minister
- Conducted student, staff, organisational health and employer satisfaction surveys to ensure the quality of its programs meet stakeholder requirements.

Outcomes of Central TAFE's Disability Services Plan

The College has been working to the *Disability Services Plan 1995-2001*, to realise the Government's desired outcome of equality of opportunity in VET, focussed on the issue of access for students with disabilities. Central TAFE had 720 enrolled students who identified with a disability and sought the assistance of the Disability Service.

Outcome 1: Existing services are adapted to meet the needs of people with disabilities –

The Disability Services Officer meets twice a year with carers and staff at agencies to ascertain current and future requirements for disabled students. The purpose of this is to make the College's products and services more user friendly.

Outcome 2: Access to buildings and facilities improved -

The Learning Resource Centre's resources for visually impaired students include adaptive technology and print enlarging equipment. The LRC also has internal signage, which allows the students to identify resource materials more easily.

Additional adaptive technology was purchased from the USA during the year for four of the laboratories at the eCentral campus.

Outcome 3: Information about College services and facilities is provided in formats that enhance Communication -

Central TAFE course information is available on request in alternative formats such as Braille and audiotape. The College is equipped with TTY telephones – one of which is a public TTY telephone available at Perth campus

The support for hearing impaired and Deaf students includes note-takers and interpreters for in-class assistance. An Interpreter for the Deaf, who was scheduled two days per week to facilitate regular meetings and monitor and discuss progress of students, provides administrative support.

Discussions took place between the University of Sunshine Coast in Queensland,

Murdoch University and Central TAFE to establish a research project that will allow students with disabilities to be given 'real time text' from lecturers. Speech Recognition Technology will be used in selected classrooms in 2002 as part of the research project.

New modules were developed in retail, wholesaling and landscaping, to be delivered in 2002.

Outcome 4: Advice and services are delivered by staff who are aware of and understand needs of people with a disability -

The Staff Development Services Branch included 'Strategies for Interaction with Deaf Students' in a range of training courses available to staff. Induction sessions also included discussion on specific requirements of disabled students and the range of services and equipment available throughout the College.

Further integration of disabled people into mainstream College activities was assisted by the 'Fitness with a Vision' project.

Central TAFE developed a course, which pathways students with mild disabilities into Traineeships and further studies in Industry, identified by employers as areas where these students will be readily employed. The new Certificate I of Industry Specific Skills will provide entry into horticulture, warehousing and retail Industries.

Outcome 5: Opportunities are provided to participate in public consultations, grievance resolution, decision-making processes -

All Central TAFE students, including those with disabilities, were encouraged to participate in the Student Council, which provides feedback to management on student issues

Access, Participation, Language and Cultural Diversity

Central TAFE has designated Access and Equity issues as a priority for the College. A wide cross-section of staff, students, industry and community members participated in the development of *Central's Access and Equity Strategic Vision*, which was launched by the Minister for Training in October 2001. The Minister commended the consultative approach used to develop the Vision as a best practice example that he would like to see adopted widely, in line with the Government's commitment to consultation and community participation.

Progress has been made on implementing key elements of the Vision. A *Diversity Plan* is currently being developed for employment and recruitment strategies. Further, an *Aboriginal Strategic and Operational Plan* has been developed and endorsed by the *Australian Indigenous Education and Employment Training Committee (AIEETC)* which is an advisory body for the College with a cross section of Indigenous stakeholder representatives including employers, staff, students, community and relevant interest groups. The Strategy and Plan are aligned to National and State policies and plans. Several strategies have been quoted as best practice examples in the State Plan "*Making It Happen*".

Significant strides have also been made in the English as a Second Language area. The development of the Adult Migrant English Program (AMEP) Migrant *Pathways Into Employment* Program, fast tracks migrants with qualifications and experience into employment via gap training supported by skills recognition and training in industry specific language and culture. The program was launched by the Minister for Immigration and Multicultural Affairs, The Hon. Phillip Ruddock, who heralded the program as a National best practice example in language training for migrants. (Table one)

Table One: Student Participation Rates:

(expressed as % of enrolments)	1999	2000	2001
Female	53.0%	54.4%	53.2%
Aboriginal and Torres Strait Islander (ATSI)	0.26%	0.6%	0.7%
Disabled	2.98%	3.3%	3%
English as a Second Language (ESL)	2.94%	10.6%	10.9%



Youth Action Plan

The goal of the Government's new plan for Young People, 2000-2003 is to give young people aged between 12 and 25 opportunities to develop the skills, knowledge and confidence they need for employment, independent living and adult life. The College's programs and policies specifically targeted at this group include:

VET in Schools

The VET in Schools program aims to increase the potential pathways of young people from school to TAFE. 644 high school students participated in VET programs at Central.

Career Choices Expo

More than 12,000 high school students representing over 100 schools attended the Careers Expo in August 2001. The Expo is a valuable opportunity for Central TAFE to target young people, particularly school leavers who comprise a significant portion of its enrolments.

Apprenticeship and Traineeships

The New Apprenticeship Centre at Central operates under the name of 'Central Apprenticeship and Traineeship Service '(CATS). It is contracted by the Commonwealth Department of Education, Science and Training (DEST), to administer new Apprenticeship Support Services to new apprentices and Industry.

Central also has a Traineeship Unit, which ensures Central's training products, and services meet the requirements of quality VET standards such as those required by the government, industry and learners.

Youth Headquarters – Leederville

Central TAFE's commitment to youth at risk is demonstrated by its partnerships with a number of relevant community organisations. The Managing Director has signed a Memorandum of Agreement with Youth Headquarters, an organisation established by the Rotary Club of Heirrisson and the Town of Vincent with significant financial support from the Lotteries Commission.

The partnership has yielded a number of live work projects including:

- Interior Design for the cafe of Youth Headquarters
- Furniture painting for the café of Youth Headquarter
- Aboriginal student projects are being trained in Web Design and Public Art
- Migrant students with Information Technology qualifications from overseas will be involved in mentoring the youth
- Central TAFE has been a member of the Youth Headquarters Board providing ongoing support of youth employment training programs

Channel 31

Central TAFE, in conjunction with WestOne, offers programs via the community television station - Access 31. Channel 31 allows young people an alternative mode of study. In 2001, programs offered included:

- Design 010
- Reading Skills for Migrants
- Facilitate Play and Leisure

- Provide Physical Care
- Multimedia Screen Design
- Easy Web Graphics

Science and Technology Innovation Projects

Central TAFE won two Science and Technology Innovation Fund grants in 2001 from the Department of Training. These grants enable Central's students the opportunity to be involved in collaborative Applied Research and Development projects with industry. Science Technician students were involved in researching Ultrasonic Digestion and Fluid Power Technician students looked at Hydraulic Systems Monitoring and Analysis.

These projects have developed new technologies, processes and training and given students the chance to experience an innovative learning culture and simulated work environment.

Building Diversity for Youth

Central TAFE is committed to ensuring equitable outcomes for youth of diverse backgrounds. The College has demonstrated its commitment by identifying Access and Equity as a priority and developing a vision with significant involvement of youth from a wide array of cultures, languages and backgrounds. Some actions Central has commenced that have successfully targeted youth from diverse backgrounds include:

- Conducted a *School to Work Program* in multimedia in a number of schools for Aboriginal students, who were identified as at risk of dropping out. The program has achieved positive outcomes as students have elected to stay at school or come to TAFE as a result of the program.
- Conducted a *School to Work Program* for high school students with mild mental disabilities.
- The Applied Vocational Studies Course has improved the successful completion rate in Electrical Engineering course students from 39% to 67%. Most of these students are young males who have been identified in the research on attrition as a target group requiring significant support.
- Provision of course support and language support (via the Independent

Learning Unit) to students in mainstream programs, who are struggling to complete their requirements due to language, culture and other difficulties. To maximise the support Central has developed video programs with WestOne and Learnscope funding, which are now available to Colleges throughout the State.

Industry Linkages

At Central, academic framework is underpinned by Industry Advisory Boards and Curriculum Advisory Groups. These linkages allow academic areas to keep abreast of all issues affecting youth.

Publications

Central TAFE produced a range of publications to satisfy compliance, stakeholder and potential customer requirements. Copies of publications are available by contacting the Customer Contact Centre on 1300 300 822 or Central's Home Page www.central.wa.edu.au



College Publications

Sales and Marketing

- Course information including Flexible Learning and Skills Recognition
- Student Council information
- Instalment Plan Forms
- Course Lists
- Course Information Brochures
- College and School Brochures
- College Diary – including by-laws and Student Code of Conduct
- Website – comprehensive list of College, course and module information
- Frequently Asked Questions Booklets for Parents/Guardians
- Various Promotional brochures, posters and advertisements

Human Resources:

- Brochures and pamphlets on Human Resource and Occupational Safety and Health issues
- Recruitment documentation
- Staff Training Pamphlets and Staff Training Calendar
- Staff Code of Conduct

Learning Resource Centre (LRC):

- Referencing Guide: using the Harvard Referencing System
- Your Guide to the LRC
- Learning Resource Centre Directory of Staff Services and Facilities

Records Management and Intellectual Property

- Information Statement

Corporate Information and Planning

- College Annual Report

Freedom of Information (FOI)

The College complies with the requirements of the State's *Freedom of Information Act 1992*.

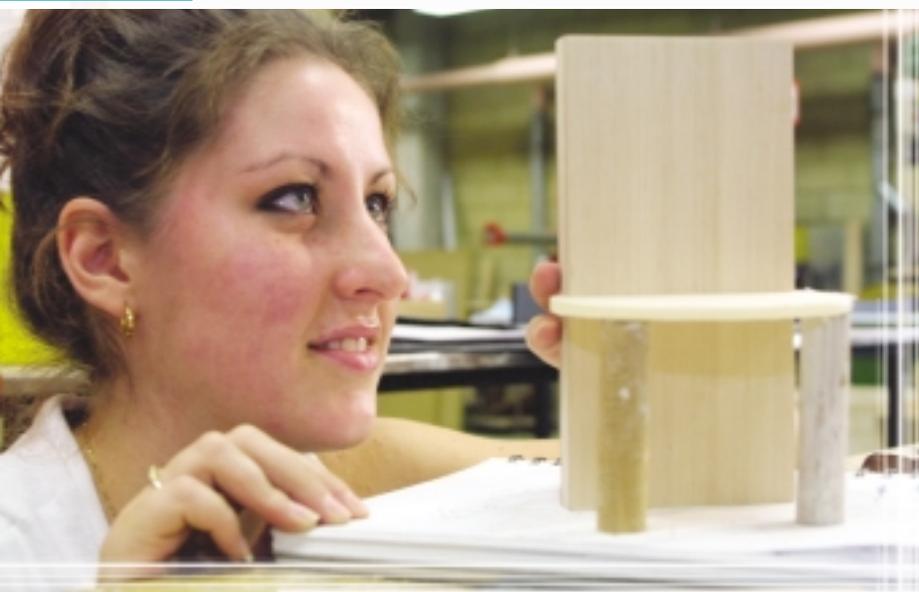
The College's Information Statement details College functions, categories of documents held by the College and arrangements for public access to these documents, including any associated fees. An FOI application may be required when obtaining personal records, to amend personal information (no fee involved) and to obtain records about Central TAFE's business. Central TAFE has a nominated FOI Coordinator in Records and Intellectual Property to assist with FOI requests and access to documents. Two Freedom of Information requests were received and processed in 2001.

Assets and Liabilities

The College is committed to effective and efficient management and custodianship of College assets and desirable items/equipment in accordance with Management System Procedures. This includes management of asset registration, disposal/transfer and stocktakes.

Waste Paper Recycling

Central TAFE has paper-recycling bins situated at the e-Central, Perth and Wembley campuses. The College's Print Cell, also located at the Perth campus has its own paper recycling bin. The total quantity of paper collected from the College for recycling purposes at present equates to approximately 120,000 litres annually.



Human Resources

The College has developed a *Human Resource Strategy* for the period 2000-2004. The Strategy has a roll-out plan for each year. The key Human Resource issues that the College focussed on during 2001 were:

Enhancement of the College recruitment process

Central TAFE developed a new Recruitment Policy, in compliance with Government recruitment and selection requirements, which focussed on a more flexible and streamlined recruitment process. This process included marketing Central TAFE, via its on-line (www.seek.com.au) recruitment process, as an attractive employer with quality staff providing a quality product. (See tables 2 and 3)

On-line Human Resource transactions

The Management Information System and Remus Power were introduced into the College in the latter months of 2001, enabling staff and managers access to human resource information. Leave applications have been the first on-line transaction implemented and it is anticipated that by the end of 2002, the majority of human resource transactions such as casual employment, overtime, higher duties, etc will be available on-line.

The implementation of the new on-line technology has enabled the Human Resource Branch to change its focus from one of processing to now providing a more value added consulting service to College managers and staff.

Staff Development actions in Flexible Learning Modes

The College made significant progress during 2001 in moving a number of its staff development programs to a flexible delivery approach. Examples of this include:

- IT courses – on-line delivery in Microsoft Word and Excel. Pilot was so successful that the full Word suite will be offered in 2002.
- Finance Management for Cost Centre Managers – on html. All new and acting Cost Centre Managers successfully used this in 2001. Finance will review updating in 2002.

- Manage Induction – on html. A successful and well-received program used by all new managers and supervisors in 2001.

Table Two: Full Time Equivalent (FTE) staff employed by Central TAFE – Permanent and Contract Staff

	1999	2000	2001
Average FTE	795.48	741.06*	756.22
Academic (Direct Delivery)	51.84%	52.38%	51.08%
Support & Academic Services	36.30%	35.84%	38.06%
Corporate Services	11.86%	11.78%	10.86%

* The average staffing level 2000 was reduced due to a Y2K initiative where the majority of staff were paid in advance (in December 1999) for January 2000. This resulted in reducing the number of staff paid in January 2000 and subsequently reducing the average for the year 2000 and increasing the average for 1999.

Table Three: Full Time Equivalent (FTE) staff employed by Central TAFE – Casual Staff

	1999	2000	2001
Average FTE	109.89	95.77	108.54
Lecturing	68.14%	61.41%	67.42%
Other	31.86%	38.59%	32.58%

Enhancement of College Occupational Safety & Health Process

- The College now has Safety Committees on each campus and a process that complies with the relevant Act. Significant improvement in process re-engineering resulted in systems being put in place to support Occupational Safety and Health.

Table Four: Occupational Safety & Health Statistics -

Workers Compensation	1999	2000	2001
Workers' Compensation Expenditure	\$63,351	\$153,100*	\$76,914**
Workers' Compensation Premium	\$274,936	\$346,223	\$425,887

* The increase in expenditure in 2000 is due to the finalisation of claims carried over from 1999

** This figure includes outstanding expenditure of \$32,423

Table Five: Occupational Safety & Health Statistics –

Rehabilitation outcomes	1999	2000	2001
Successful	2	3	0
Unsuccessful	0	1	2
Ongoing	5	7	2
Under Review	0	0	0

- College Managers and Safety Representatives have now been fully trained and are pro-actively inspecting Central's premises, which has resulted in a significant reduction in injuries and workers compensation claims.

Leave Liability

Table Six: Leave Liability as at 31 December 2001

Financial:*	1999	2000	2001
Long Service Leave	\$5,599,246	\$5,783,893	\$5,611,643
Annual Leave	\$2,512,202	\$2,434,782	\$2,358,538
Total	\$8,111,448	\$8,218,675	\$7,970,181
Days: Long Service Leave	12,984	13,887	13,749
Annual Leave	14,267	12,832	12,172
Total	27,251	26,719	25,921

* The financial liability accounts for: (1) Actual accrued long service and annual leave (2) Long service leave entitlements of employees >54 years of age (3) Pro rata long service leave of employees who have completed 2 years of service (4) Workers compensation and payroll tax

Equal Opportunity (EO)

Central TAFE embraces the *Equal Opportunity Act 1984* in the development and enactment of College policies and procedures including:

- Staff and Student Codes of Conduct
- Student Admissions
- Disability Services
- Course Assessment
- Staff Selection and Recruitment
- Conditions of Service

- Performance Management
- Promotion, Training and Development
- Workers' Compensation and Rehabilitation
- Grievance Resolution
- Restructuring and Redeployment Procedures
- Request for Improvement

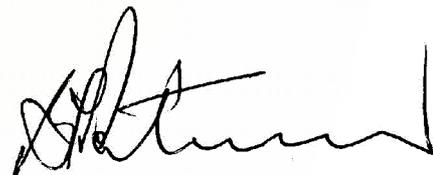
Central TAFE has trained Equal Opportunities Contact Officers located on each campus, whose role is to provide information, advice and support on matters relating to Equal Opportunity. There are trained Grievance Officers on all campuses, who are also available to provide information, advice and mediation to resolve cases which breach EO policy, including sexual harassment.

Central TAFE's administration complied with the *Public Sector Standards in Human Resource Management*, the *Code of Ethics* and its own *Code of Conduct*. Procedures designed to ensure such compliance have been put in place and appropriate internal checks have been conducted to verify that the statement above is correct.

There were three applications made for breach of Standards review. Upon review, one breach was found for the period to 31 December 2001.



Hon. Mal Bryce
Chair Governing Council
Central TAFE



Brian Paterson
Managing Director
Central TAFE

Staff Awards

Reward and Recognition Program

The *Reward and Recognition Program* for staff continued in 2001. The Staff Recognition Committee, which is made up of representatives from all Divisions of the College, assessed nominations on a quarterly basis. An overall winner was selected each quarter judged on his/her outstanding commitment to customer service and innovative solutions to workplace procedures and awarded professional development opportunities to the value of \$1000.

Staff Member	Branch	Award
Flavia Biffin	Management & Business	Reward and Recognition
Leanne Cook	Finance	Reward and Recognition
Lee Georgiou	Customer Service	Reward and Recognition
Christine Hannan	Information Systems	Reward and Recognition (prize winner)
Mariana Joseph	Languages and Communications	Reward and Recognition
Ian Laing	Health and Community Services	Reward and Recognition (prize winner)
Robert Marchetti	Information Systems	Reward and Recognition
Steve Meyer	Facilities	Reward and Recognition
Tracy Newman	Health and Community Services	Reward and Recognition
Urszula Richards	Flexible Learning Unit	Reward and Recognition
Sharon Viles	Business Applications Support	Reward and Recognition
Marianne Bishop Anne Brooks Amanda Cowan Veronica Lee	International Centre	Team – Reward and Recognition
Peter Brown Sylvia Durrer Nuala O'Loughlin	Finance	Team – Reward and Recognition

Outstanding Lecturers Award

The *Outstanding Lecturers Award* is awarded to individuals or teams who have embraced Central's values of accountability, openness, integrity, respect for the rights of others and striving for excellence.

Gabriela Loran	Management and Business	Outstanding Lecturer Award
Jeremy Williams	Art, Design and Media	Outstanding Lecturer Award
Sue Martin	Health and Community Services	Outstanding Lecturer Award
Murray Simons	Languages and Communication Studies	
Maxine Massey	Mining, Engineering and Construction	Outstanding Lecturer Award

General Manager's Award

The *General Manager's Award* is an inaugural award presented to the individual or team who has contributed towards promoting and advancing Flexible Learning in the College.

Debi Spencer-Smith Michelle Lamont-Smith Deborah Robinson	Health and Community Services	General Manager's Award
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Other staff achievements

Joan Mulcahy	Management and Business	Appointed National President of Australian TAFE Tourism and Hospitality Educators Association.
Ros Howell	Sport and Recreation	Minister for Sport and Recreation's State Sports Manager Award
Kim Ng	Mining, Engineering and Construction	Nominated and selected as a member of the Premier's Science Council
Phil Bianchi	Facilities	Individual Energy Achiever of the Year Award



Finance

As a statutory public provider of vocational education and training, the College complied with the *'Fees and Charges Policy Guidelines for Publicly Funded Registered Training Organisations and Programs'*, published by the Department of Training. Consumer Price Index (CPI) increases in tuition fees for vocational award courses and CPI increases in enrolment fees were the major changes to fees policy in 2001.

Accrual accounting practices ensure that administration occurs in a timely and accurate manner. The College complies with the *Financial Administration and Audit Act 1985* in managing its financial transactions. Purchasing instruments such as credit cards and purchase orders are monitored and controlled through an internal cost centre and delegation/authority structure.

A *Five-Year Financial Plan 2001-2005* was developed to assist College management to estimate future revenue and expenditure. This Plan forms the basis for developing the College's annual operating budget, and actual performance against the Plan is regularly reviewed through a comprehensive management information reporting system.

Advertising

As required under Section 175ZE of the *Electoral Act 1907*, the following is a statement for all expenditure incurred by Central TAFE during 2001 in relation to

advertising, market research, polling, direct mail and media advertising organisations:

Advertising Agencies:

MJB & B Advertising and Marketing
\$318,938.88

Market Research Organisations:

Market Share formerly Service Management Australia
\$13,750.00

Media Advertising Organisations:

Market Force - \$83,737.79
Media Decisions - \$222,836.53

Electoral Organisations:

Central TAFE's facilities were used by Electoral organisations in 2001 for the Federal Election. The College received \$110.00 for the hire of rooms.

Risk Management

The College's Risk Management Plan was reviewed in 2000 and will once again be reviewed in 2002. The College identifies risk areas and allocates project owners responsible for managing them and the processes by which they will be managed. This is done through the Strategic Planning Process.

Internal Audit

Internal Audit reviewed the College's policies and procedures and drew to management's attention any matters that may have affected the efficient and effective conduct of the College's operations. In some instances these items were simply noted for information purposes, however in other instances decisions were required to balance internal controls and inherent risks with operational necessities.

Central TAFE identified fraud as a potential risk and accordingly implemented internal control procedures aimed at prevention and detection of fraudulent activities.

The Internal Audit was based on the guidelines, processes and procedures set out in the *Institute of Internal Auditors Standards and Code of Practice*.

Legislation Impacting on College Activities

Agreements Act 1985

Anti Corruption Commission Act 1988

Anti Discrimination Act 1988

Archives Act 1983, Commonwealth

Censorship Act 1996

Commercial Tenancy (Retail Shops) 1989

Copyright Act 1968

Disability Services Act 1993

Education Service Providers (Full Fee Overseas Students) Registration Act 1991

Education Services for Overseas Students (Registration of Providers and Financial Registration) Act 1991, Commonwealth

Electoral Act 1907

Equal Opportunity Act 1984

Financial Administration and Audit Act 1985

Freedom of Information Act 1992

Government Employees Superannuation Act 1987

Income Tax Assessment Act 1936

Industrial Relations Act 1979

Industrial Relations Act 1990, Commonwealth

Industrial Training Act 1975

Library Board of Western Australia Act 1951-1983

Minimum Conditions of Employment Act 1993

Occupational Safety and Health Act 1984

Public Sector Management Act 1994

State Supply Commission Act 1991

Treasury Regulations and Treasurer's Instructions

Vocational, Education and Training Act 1996

Workers' Compensation and Rehabilitation Act 1981

Workplace Agreements Act 1993



SECTION 4



Key Performance Indicators

Key
Performance
Indicators

36

Desired Outcome

To deliver high quality and relevant training programs that meet the needs of Central TAFE's customers, and are in accordance with the Delivery and Performance Agreement as well as aiming to diversify revenue sources and reduce reliance on Government funding through commercial activities.

Note: All previous years' figures are obtained from previously published Central TAFE Annual Reports.

Achievement of College Profile

This performance indicator reports the effectiveness of the College in meeting Delivery and Performance Agreement targets and enabling customer needs to be achieved.

Measure A: Profile Analysis for Central TAFE (Effectiveness Indicator) details the total number of Student Curriculum Hours (SCH) delivered (both fee-for-service and Delivery and Performance Agreement Funded)

Department of Training (DOT) Industry Group

	1998 Actual Profile (SCH)	1999 Actual Profile (SCH)	2000 Actual Profile (SCH)	2001 Planned Profile (SCH)	2001 Actual Profile (SCH)
01A Recreation Sports and Entertainment	101,189	122,912	109,898	143,854	170,269
01B Visual and Performing Arts	540,567	490,127	482,871	515,531	520,412
01C Design	277,972	291,305	293,541	331,570	325,406
03A Building and Constructions	98,638	144,888	122,309	95,770	99,668
03B Surveying and Building	382,455	343,085	416,440	413,367	408,544
04A Community Service Workers	321,246	299,350	301,655	271,247	278,282
04B Education and Childcare	339,246	353,216	315,125	313,965	318,916
04C Health	206,673	230,450	209,147	221,000	223,253
04D Library Workers	55,734	54,192	53,290	60,200	84,987
05A Finance Insurance Property Service Workers	182,388	171,542	201,109	139,245	161,155
07A Clothing Footwear and Soft Furnishings	63,315	69,223	71,699	61,000	68,012
08B Printing & Publishing	159,168	227,432	214,610	225,466	231,853
09A Engineering and Drafting	249,000	177,372	105,125	100,670	96,049
09B Metal and Mining	114,182	239,965	233,458	229,401	207,981
11A Process Manufacturing	16,194	27,090	53,299	74,250	77,420
12A Personal Service	96,498	114,681	112,478	100,000	118,387
12B Retail	0	5,643	234	0	0
13C Tourism	44,373	72,581	150,172	137,768	165,004
13D Travel Agents	163,492	174,467	110,687	89,453	97,075
15A Electrical and Electronic Engineering	207,888	226,175	247,171	261,696	278,833
15B Electrical Trades	17,440	16,171	28,057	32,650	30,236
16A Accounting and Other Business Services	260,980	288,792	303,762	323,952	334,306
16B Management	350,237	321,947	351,491	394,101	401,493
16C Office and Clerical	186,513	162,189	119,291	92,775	106,503
17A Computing	332,704	352,892	468,528	472,983	498,904
18A Science and Technical Workers	132,460	159,671	165,428	188,140	187,967
19B Adult Literacy/ESL	204,187	257,463	278,682	284,943	316,977
19C Languages	228,891	221,155	220,869	215,945	236,502
19D Miscellaneous	35,679	59,674	38,036	15,000	25,972
19E Targeted Access and Participation Courses	29,567	82,145	83,311	54,688	80,340
Total Profile Delivery	5,398,876	5,757,795	5,861,773	5,860,630	6,150,706
Non Profile Delivery	901,832	865,564	1,099,344	738,000	808,896
College Total Delivery	6,300,708	6,623,359	6,961,117	6,598,630	6,959,602

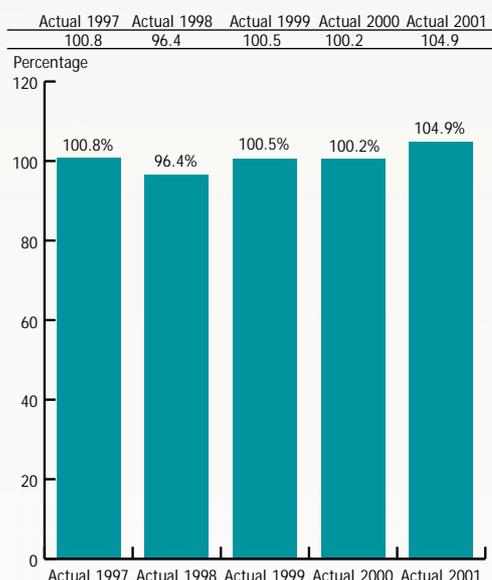
NOTES:

- SOURCE: 1998, 1999, 2000 and 2001 Central TAFE Delivery and Performance Agreement, through which the College is resourced to deliver courses under government purchased funding guidelines.
- DEFINITION: The table indicates the quota and actual achievement of SCH in profiled Department of Training Industry Group categories. The classification of these Industry Groups is based on the occupation or outcome the course is intended to serve.
- DERIVATION: 1998, 1999, 2000 and 2001 Profile data represents the actual achievement of SCH in respective years. The 2001 Planned data was obtained from the 2001 Delivery and Performance Agreement. The actual 2001 SCH is the total SCH from the College Management Information System (CMIS). Non-Profile Delivery SCH is the actual SCH count of enrolments not funded under the 2001 Delivery and Performance Agreement in CMIS.
- COMMENT: Based on these figures, Central TAFE has for most industry groups, more than achieved profile SCH targets in 2001.

Measure B: Profile Achievement (Effectiveness Indicator)

This indicator shows the percentage of SCH achieved for profiled funded activities as contracted with Department of Training through the Delivery and Performance Agreement.

Profile Achievement = $\frac{\text{Actual Delivery and Performance Agreement SCH Achieved}}{\text{Target SCH contained within Delivery and Performance Agreement}}$

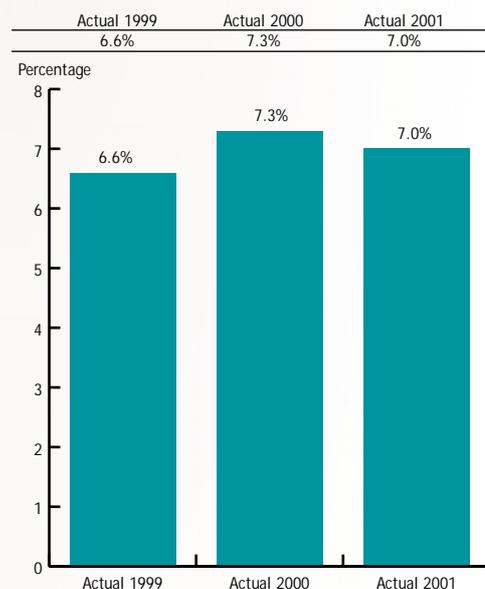


NOTES:

SOURCE:)Refer to Notes Measure A
 DEFINITION:)
 DERIVATION:)
 EXPLANATION:)

Measure C: Access and Equity SCH Delivery Levels (Effectiveness Indicator)

This indicator shows the percentage of Access and Equity Participation delivery levels as contracted with DOT through the Delivery and Performance Agreement.



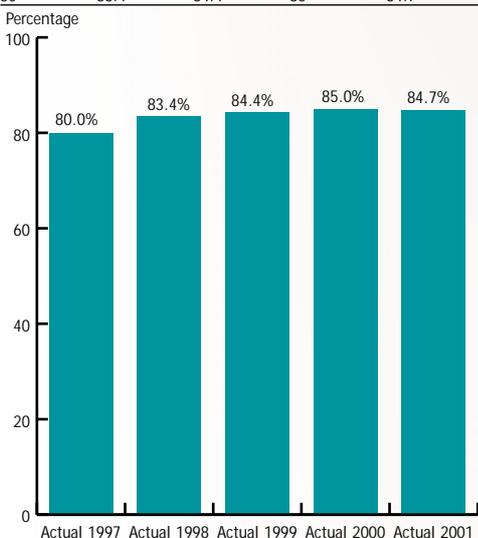
NOTES:

- A) SOURCE: 1999, 2000 and 2001 Delivery and Performance Agreements.
- B) DEFINITION: Access and Equity courses provide targeted groups with preparatory studies to enhance future education and employment options. The percentage of SCH the College delivers for Access and Equity is an effectiveness measure that indicates the extent to which it meets the requirements of people with special needs.
- C) DERIVATION: Measure is calculated using profile and non-profile SCH in stream code 2000 courses, plus non-stream code 2000 courses designed for targeted special needs groups (from College CMIS), and is expressed as a percentage proportion of Cental TAFE's total SCH delivery.
- D) COMMENT: The College designated Access and Equity issues as a priority. The development of an *Access and Equity Strategic Vision* has contributed to the result.

Student Satisfaction Rating (Effectiveness Indicator)

Each year Central TAFE conducts a Student Satisfaction Survey to gauge and compare its student expectations and perceptions of the quality of teaching and the standard of services provided by the College.

Actual 1997	Actual 1998	Actual 1999	Actual 2000	Actual 2001
80	83.4	84.4	85	84.7



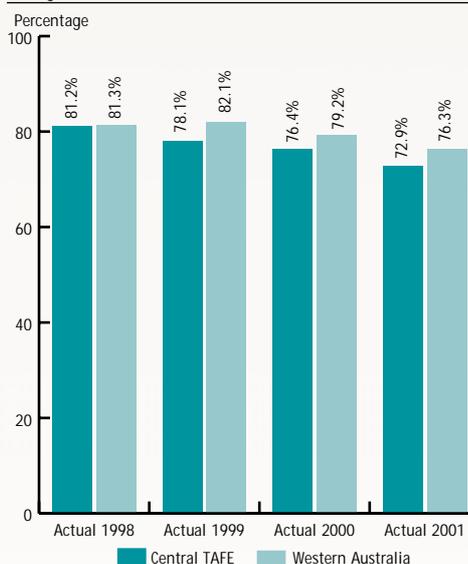
NOTES:

- A) SOURCE: Central TAFE's 1997, 1998, 1999, 2000 and 2001 Annual Student Satisfaction Surveys.
- B) DEFINITION: The calculation overall satisfaction is a weighted average of all responses. The survey is administered to students attending classes in randomly selected courses across all campuses and Schools.
- C) DERIVATION: The survey instrument comprises 61 questions that request students to rate the level of importance of an issue on a scale of 1 to 10 and then rate the College's performance against the same issue on a similar scale. The calculation of satisfaction for each question is determined by dividing Performance (a student's rating of College's actual performance) by Importance (how important the function is to the student). A total of 2,505 self-completion questionnaires were returned, representing a response rate of 62.6%. Sampling error for the survey is estimated at 1.82% at the 95% confidence level.
- D) COMMENTS: Continuous improvement actions are identified from the survey, at the divisional level. These actions are then incorporated into the 2002 Operational Plans.

Graduate Achievement (Effectiveness Indicator)

The graduate achievement is an indicator that measures the extent to which Central TAFE graduates have wholly or partly achieved their main reason for undertaking the course.

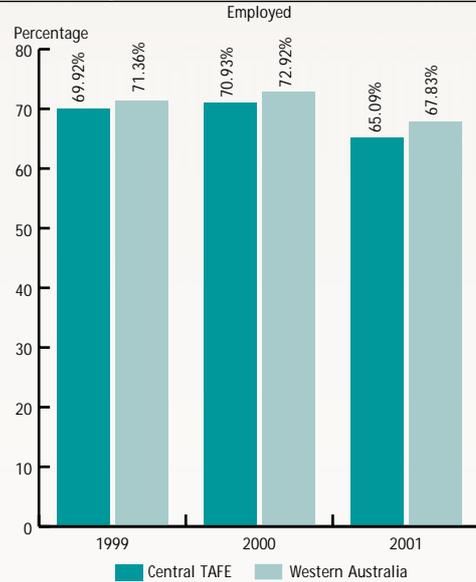
	1998	1999	2000	2001
Central	81.2	78.1	76.4	72.9
WA	81.3	82.1	79.2	76.3
Australian Average	79.9	80.1	79.6	79.0



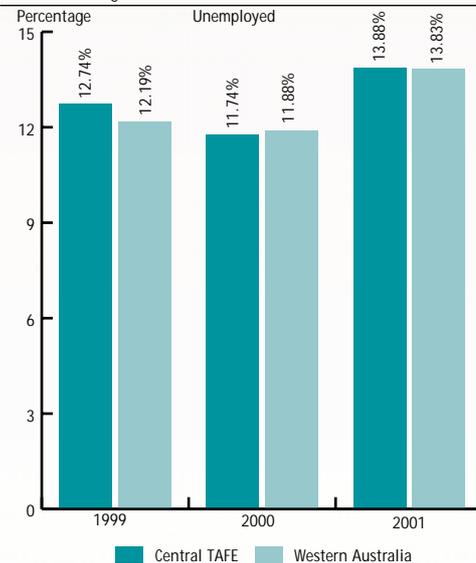
NOTES:

- A) SOURCE: 2001 Student Outcomes Survey - National Report conducted by the National Centre for Vocational Education Research (NCVER), published in November 2001.
- B) DEFINITION: The 2001 survey was administered to Central TAFE 2000 graduates who had an Australian address and completed an award course, including persons who were awarded a qualification as recognition of prior learning.
- C) DERIVATION: The measure was derived from the number of graduates who indicated they had fully or partly achieved their main reason for undertaking the course, expressed as a percentage of all survey respondents. This method of calculation has been consistently used since 1997 to ensure a basis for comparison. 1,739 graduates responded to the Survey, representing a response rate of 51.9%. Sampling error for the survey is estimated to be +/- 1.62% at the 95% confidence level.
- D) COMMENTS: Graduate achievement decreased in 2001 for Central, however the College has undertaken substantial segmentation work to clearly identify what the market segments were. The next stage is to undertake more

Employed	1999	2000	2001
Central TAFE	69.92	70.93	65.09
Western Australia	71.36	72.92	67.83
Australian Average	73.28	75.58	72.90



Unemployed	1999	2000	2001
Central TAFE	12.74	11.78	13.88
Western Australia	12.19	11.88	13.83
Australian Average	13.13	11.69	12.28



detailed research to establish what the clients needs are i.e. what they want to achieve through their studies.

Graduate Destination (Effectiveness Indicator)

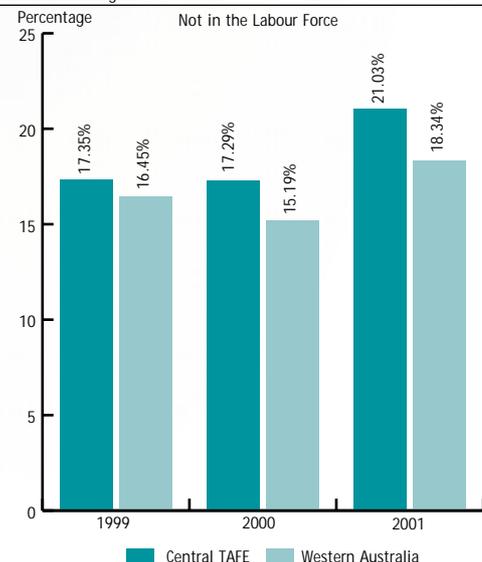
The proportion of graduates in employment is a performance measure that shows the extent to which Central TAFE is providing relevant quality training.

NOTES:

- A) SOURCE: 2001 Student Outcomes Survey - National Report conducted by the National Centre for Vocational Education Research (NCVER), published in November 2001.
- B) DEFINITION: The 2001 survey was administered to 2000 Central TAFE graduates who had an Australian address and completed an award course, including persons who were awarded a qualification as recognition of prior learning. 1,739 graduates responded to the Survey, representing a response rate of 51.9%.
- C) DERIVATION: Graduate labour force status was derived according to the standard Australian Bureau of Statistics definitions of employed, unemployed and not in the labour force. The measure represents the proportion of graduates in each category according to the responses to questions concerning their work situation at 25 May 2001, expressed as a percentage of all survey respondents. Sampling error for the survey is estimated to be +/- 1.62% at a 95% confidence level.
- D) COMMENTS: Central TAFE graduates are more likely than all Western Australian graduates to be enrolled in further study. This is reflected in the higher proportion of graduates who were not in the labour force. Central's Student Employment Service, JobsCentral, was set up to assist current students and graduates with their transition from training to employment.

Not in the labour force

	1999	2000	2001
Central TAFE	17.35	17.29	21.03
Western Australia	16.45	15.19	18.34
Australian Average	13.58	12.73	14.82

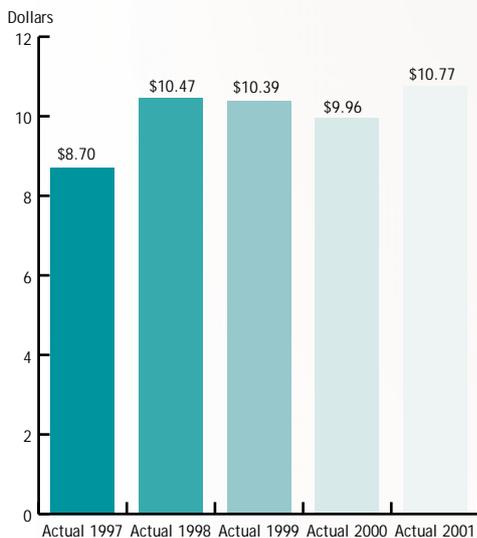


Total Delivery Cost Per SCH (Efficiency Indicator)

This indicator demonstrates the efficiency with which Central TAFE manages its resources to enable the provision of vocational education and training programs.

$$2001 \text{ Actual Cost} = \frac{\text{Total Operating Expenses}}{\text{Total SCH}}$$

Actual 1997	Actual 1998	Actual 1999	Actual 2000	Actual 2001
\$8.70	\$10.47	\$10.39	\$9.96	\$10.77



NOTES:

- A) SOURCE: 1997, 1998, 1999 and 2000 Financial Statements (Multisoft) and Delivery & Performance Agreements with the Department of Training.
- B) DEFINITION: The total delivery cost per SCH is calculated by dividing the total operating expenditure (less the capital user charge), measured in an accrual basis, by the delivered total SCH in 2001. The capital user charge has been omitted so that comparatives with prior years are consistent.
- C) DERIVATION:
- The total SCH is the total number of module enrolments multiplied by the hourly duration of these modules as registered in the College Management Information System (CMIS) in accordance with the Australian Vocational Education and Training Management Information Statistical Standard (AVETMISS). Delivery from all funding sources is included.

- The total operating expenses figure was obtained from the 2001 Annual Financial Statements

D) COMMENT:

Central Tafe has more than achieved its efficiency target for 2001. The better than predicted result was achieved despite increases in Total Operating Expenditure. These increases were due to:

- Wages and Salaries expenditure increased
- The College is now responsible for the payment of superannuation on-costs (previously a notional cost). This resulted in an increase in employee related costs.
- There was an increase in the Corporate System Support charges (charge by the Department of Training).
- Increases in Supplies and Services and Repairs for 2001.

CERTIFICATION OF PERFORMANCE INDICATORS

We hereby certify that the Performance Indicators for Central TAFE are based on proper records and fairly represent the performance of the College for the twelve months ended 31 December 2001.



Hon. Mal Bryce AO
Chair
Governing Council
Central TAFE
23 May 2002



Mr. Brian Paterson
Managing Director
Central TAFE
23 May 2002



AUDITOR GENERAL

To the Parliament of Western Australia

**CENTRAL TAFE
PERFORMANCE INDICATORS FOR THE YEAR ENDED DECEMBER 31, 2001**

Scope

I have audited the key effectiveness and efficiency performance indicators of Central TAFE for the year ended December 31, 2001 under the provisions of the Financial Administration and Audit Act 1985.

The Governing Council is responsible for developing and maintaining proper records and systems for preparing and presenting performance indicators. I have conducted an audit of the key performance indicators in order to express an opinion on them to the Parliament as required by the Act. No opinion is expressed on the output measures of quantity, quality, timeliness and cost.

My audit was performed in accordance with section 79 of the Act to form an opinion based on a reasonable level of assurance. The audit procedures included examining, on a test basis, evidence supporting the amounts and other disclosures in the performance indicators, and assessing the relevance and appropriateness of the performance indicators in assisting users to assess the College's performance. These procedures have been undertaken to form an opinion as to whether, in all material respects, the performance indicators are relevant and appropriate having regard to their purpose and fairly represent the indicated performance.

The audit opinion expressed below has been formed on the above basis.

Audit Opinion

In my opinion, the key effectiveness and efficiency performance indicators of Central TAFE are relevant and appropriate for assisting users to assess the College's performance and fairly represent the indicated performance for the year ended December 31, 2001.

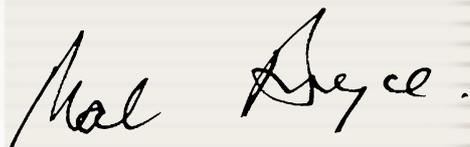
A handwritten signature in black ink, appearing to read 'D D R Pearson'.

D D R PEARSON
AUDITOR GENERAL
May 28, 2002

CERTIFICATION OF FINANCIAL STATEMENTS

The accompanying financial statements of the Central TAFE, have been prepared in compliance with the provisions of the Financial Administration and Audit Act 1985, from proper accounts and records to present fairly the financial transactions for the twelve months ending 31 December 2001 and the financial position at that date.

At the date of signing, we are not aware of any circumstances, which would render the particulars included in the Financial Statements misleading or inaccurate.



Hon. Mal Bryce AO
Chair
Governing Council
Central TAFE
23 May 2002



Mr. Brian Paterson
Managing Director
Central TAFE
23 May 2002



Mr. Keith Lord
Principal Accounting Officer
23 May 2002

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 DECEMBER 2001

2001

2000

	Note	\$	\$
COST OF SERVICES			
Expenses from ordinary activities			
Employee expenses	2	51,832,582	46,983,050
Borrowing costs expense	3	20,819	-
Charges to provisions	4	43,247	286,769
Supplies and services	5	17,836,585	16,947,656
Grants and subsidies	6	11,950	26,839
Depreciation expense	7	4,994,186	5,020,108
Net loss on disposal of non-current assets	8	19,936	-
Capital user charge expense		5,162,426	-
Other expenses from ordinary activities	9	178,300	64,828
Total cost of services		80,100,031	69,329,250
Revenues from ordinary activities			
Fee for service	10	6,954,355	5,925,836
Student fees and charges	11	7,004,801	6,805,723
Ancillary trading	12	961,257	1,400,886
Interest revenue		461,972	497,667
Commonwealth grants and contributions	13	2,547,845	2,323,410
Net profit on disposal of non-current assets	8	-	37,052
Trading profit	14	140,919	18,235
Other revenue from ordinary activities	15	1,437,098	941,797
Total revenues from ordinary activities		19,508,247	17,950,606
Net Cost of Services	34	60,951,784	51,378,644
REVENUES FROM GOVERNMENT			
State funds	16	51,241,229	43,213,553
Resources received free of charge	17	5,271,233	1,502,651
Liabilities assumed by the Treasurer	18	1,860,435	3,512,605
Total revenues from Government		53,185,936	48,228,809
CHANGE IN NET ASSETS		(2,245,887)	(3,149,835)
Net increase in reserves	32	10,833,493	13,246,631
Total revenues, expenses and valuation adjustments recognised directly in equity		10,833,493	13,246,631
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS		8,587,606	10,096,796

The Statement of Financial Performance should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2001

	Note	2001 \$	2000 \$
CURRENT ASSETS			
Cash assets	19	4,088,006	2,443,912
Restricted cash assets	20	252,185	496,250
Investments	21	1,999,866	3,999,623
Receivables	22	3,814,716	1,257,230
Inventories	23	555,601	518,736
Other assets	24	1,480,335	1,385,286
Total Current Assets		12,190,709	10,101,037
NON-CURRENT ASSETS			
Property, Plant and Equipment	25	140,871,080	129,736,024
Intangible assets	26	2,400	36,479
Total Non-Current Assets		140,873,480	129,772,503
TOTAL ASSETS		153,064,189	139,873,540
CURRENT LIABILITIES			
Payables	27	1,913,650	1,459,878
Interest bearing liabilities	28	123,857	-
Provisions	29	5,922,449	5,375,849
Other liabilities	30	6,446,380	4,084,238
Total Current Liabilities		14,406,335	10,919,965
NON-CURRENT LIABILITIES			
Interest bearing liabilities	28	271,430	-
Provisions	29	4,067,287	3,222,045
Total Non-Current Liabilities		4,338,717	3,222,045
TOTAL LIABILITIES		18,745,052	14,142,010
NET ASSETS		134,319,136	125,731,530
EQUITY			
Reserves	32	29,198,416	18,364,923
Accumulated surplus	31	105,120,720	107,366,607
TOTAL EQUITY		134,319,136	125,731,530

The Statement of Financial Position should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2001

	2001	2000
Note	\$ Inflows (Outflows)	\$ Inflows (Outflows)
Cash Flows From/(To) Government		
Recurrent State Funding - Department of Training	43,117,139	42,601,353
Capital State Funding - Department of Training	1,082,348	1,022,297
NET CASH PROVIDED BY GOVERNMENT	44,199,487	43,623,650
Utilised as follows:		
Cash Flows From Operating Activities		
Payments		
Employee expenses	(43,718,586)	(44,180,535)
Supplies and Services	(16,408,128)	(14,084,976)
Grants and Subsidies	(11,950)	(26,839)
Borrowing costs expense	(20,819)	-
Other Payments	2,581,843	(117,702)
GST Payments to all Suppliers	(1,855,020)	(830,746)
Receipts		
Fee For Service	7,292,486	6,050,378
Student Fees and Charges	7,156,234	6,674,194
Ancillary Trading	951,340	1,399,684
Interest revenue	461,972	497,666
Other Receipts	3,727,409	3,283,657
GST Receipts from all Customers	541,087	245,924
GST Receipts from ATO	1,289,568	408,007
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	35 (43,176,249)	(40,681,288)
Cash Flows From Investing Activities		
Payments for purchase of Property, Plant and Equipment	(1,568,064)	(979,452)
Proceeds from the sale of Property, Plant and Equipment	69,487	223,533
NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES	(1,498,577)	(755,919)
Cash Flows From Financing Activities		
Finance Lease Repayment of Principal	(124,389)	-
NET CASH PROVIDED BY/(USED IN) FINANCING ACTIVITIES	(124,389)	-
NET INCREASE (DECREASE) IN CASH HELD	(599,728)	2,186,443
Cash at the Beginning of the Financial Year	6,939,785	4,753,342
CASH AT THE END OF THE FINANCIAL YEAR	36 6,340,057	6,939,785

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

Notes to the Financial Statements for the year ended December 31 2001

Significant accounting policies

The following accounting policies have been adopted in the preparation of the financial statements. Unless otherwise stated these policies are consistent with those adopted in the previous year.

General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Australian Accounting Standards and Urgent Issues Group (UIG) Consensus Views as applied by the Treasurer's Instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording. The Financial Administration and Audit Act and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards and UIG Consensus Views. The modifications are intended to fulfil the requirements of general application to the public sector together with the need for greater disclosure and also to satisfy accountability requirements.

If any such modification has a material or significant financial effect upon the reported results, details of that modification and where practicable, the resulting financial effect, are disclosed in individual notes to these financial statements.

The statements have been prepared on the accrual basis of accounting using the historical cost convention, with the exception of certain non-current assets which subsequent to initial recognition, have been measured on the fair value basis in accordance with the option under AAS 38(5.1).

(a) Valuation of Non-Current Assets

Non-Current Assets have been brought to account at historical cost, with the exception that certain assets have been brought to account as follows:

Land and Buildings:

The annual revaluations of the College's land and buildings undertaken by the Valuer General's Office for the Government Property register are recognised in the financial statements. The transitional provisions in AAS 38 (10.9) (b) have been applied to land and buildings. Land is reported on the current existing use valuation basis for primarily all Crown Land and market valuation basis for freehold title land. Buildings are reported at estimated replacement cost, based on building area and market valuation. Increments have been taken to the asset revaluation reserve. Decrements are offset against previous increments (if any) relating to the same class of assets and the balance (if any) is charged against net cost of services.

Works of Art

Works of Art are reported at estimated market value or cost.

Plant and Equipment, Motor Vehicles, Computer Equipment and Software

These have been included as fixed assets when the purchase value is greater than \$1000.00 and the estimated useful life is greater than 2 years.

(b) Depreciation of Non Current Assets

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their future economic benefits. Depreciation is provided for on the straight line basis, using rates which are reviewed annually. Useful lives for each class of depreciable assets are:

Buildings	40 years
Motor Vehicles, Caravans and Trailers	6 years
Plant, Furniture, General Equipment	5 years
Computing, Communications & Software	2 to 5 years

Works of Art controlled by the College are classified as heritage assets. They are anticipated to have very long and indeterminate useful lives. Their service potential has not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation has been recognised in respect of them.

(c) Inventories

Inventories are valued at the lower of cost and the net realisable value.

(d) Employee Entitlements

Annual Leave

This entitlement is recognised at current remuneration rates and is measured at the amount unpaid at the reporting date in respect to employees' service up to that date.

Long Service Leave

A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting period. Consideration is given, when assessing expected future payments, to expected future wage and salary levels including relevant on costs, experience of employee departures and periods of service. Expected future payments are discounted using interest rates to obtain the estimated future cash outflows.

This method of measurement of the liability is consistent with the requirements of Australian Accounting Standard AAS 30 "Accounting for Employee Entitlements".

Superannuation

Staff may contribute to either the Superannuation and Family Benefits Act Scheme, a defined benefits pension scheme now closed to new members, or to the Gold State Superannuation Scheme, a defined benefit lump sum scheme now also closed to new members. All staff who do not contribute to either of these schemes become non contributory members of the West State Superannuation Scheme, an accumulation fund complying with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992.

The superannuation expense comprises the following elements:

- change in the unfunded employer's liability in respect of current employees who are members of the Superannuation and Family Benefits Act Scheme and current employees who accrued a benefit on transfer from that Scheme to the Gold State Superannuation Scheme.
- employer contributions which have been paid to the Gold State Superannuation Scheme and West State Superannuation Scheme.

The superannuation expense and liability amount is advised by the Government

Employee Superannuation Board to the College for each year ending 31 December.

(e) Leases

The College's rights and obligations under finance leases, which are leases that effectively transfer to the College substantially all of the risks and benefits incident to ownership of the leased items, are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The assets are disclosed as plant, equipment and vehicles under lease, and are depreciated to the Statement of Financial Performance over the period during which the College is expected to benefit from use of the leased assets. Minimum lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

Finance lease liabilities are allocated between current and non-current components. The principal component of lease payments due on or before the end of the succeeding year is disclosed as a current liability, and the remainder of the lease liability is disclosed as a non-current liability.

The College has entered into a number of operating lease arrangement for property, plant and equipment, where the lessor effectively retains all of the risks and benefits incidental to ownership of the items held under the operating leases. Equal instalments of the lease payments are charged to the Statement of Financial Performance over the lease term as this is representative of the pattern of benefits to be derived from the leased property.

(f) Revenue Recognition

The funds received from the Department of Training in respect of the delivery of services forming part of the Delivery Performance Agreement, capital grants and other monies have been disclosed as 'Revenues from Government'. Revenue is recognised in the period in which the College gains control of the funds.

The majority of operating revenue of the College represents revenue earned from student fees and charges, fee for service, ancillary services, trading activities and Commonwealth grants and subsidies, as well as revenue received from the Department of Training as a result of training successfully tendered for under competitive tendering arrangements.

Revenue from the sale of goods and disposal of other assets, and the rendering of services is recognised when the College has passed control of the goods or other assets, or delivery of the service to the customer.

(g) Resources Received Free of Charge or For Nominal Value

Resources received free of charge or for nominal value which can be reliably measured are recognised as revenues and as assets or expenses, as appropriate at fair value.

(h) Receivable

Receivables are recognised at the amounts receivable as they are due for settlement no more than 30 days from the date of recognition.

Collectability of accounts receivable is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised where some doubts as to collection exists and in any event where the debt is more than 60 days overdue.

(i) Payable

Payables, including accruals not yet billed, are recognised when the College becomes obliged to make future payments as a result of a purchase of assets or services.

Accounts payable are generally settled within 30 days.

(j) Accrued Salaries

Accrued salaries represent the amount due to staff but unpaid at the end of the financial year, as the end of the last pay period for that financial year does not coincide with the end of the financial year. The College considers the carrying amount approximates net fair value.

(k) Interest-bearing Liabilities

Bank loans and other loans are recorded at an amount equal to the net proceeds received. Interest expense is recognised on an accrual basis.

(l) Foreign Currency Translation and Hedges

Transactions denominated in a foreign currency are translated at the rates in existence at the dates of the transactions. Foreign currency receivables and payables at reporting date are translated at exchange rates current at reporting date. Exchange gains and losses are brought to account in determining the result for the year.

(m) Comparative Figures

Comparative figures are, where appropriate, reclassified so as to be comparable with the figures in the current financial year.

	2001 \$	2000 \$
2 Employee expenses		
Wages and Salaries	41,350,204	38,980,108
Superannuation (a)	4,726,264	3,110,902
Annual Leave Expense	885,128	491,845
Long Service Leave Expense	1,369,687	1,302,530
Other Related Expenses	3,501,300	3,097,665
	<u>51,832,582</u>	<u>46,983,050</u>

(a) Superannuation

- Gold State/Westate	3,720,870	3,512,605
- Other Contributions	1,005,394	(401,703)

Represents the superannuation expense for the Superannuation and Family - Benefits Act Pension scheme.

	<u>4,726,264</u>	<u>3,110,902</u>
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Represents the actual superannuation expense amount as advised by the Government Employees Superannuation Board. From 1 July 2001 these payments are met by the Department of Training on behalf of the College. The revenue is recognised under State funds (refer Note 16). The liabilities for superannuation charges under the Gold State Superannuation Scheme and West State Superannuation Scheme are extinguished by quarterly payment of employer contributions to the Government Employees Superannuation Board.

3 Borrowing costs expense

Finance Lease Interest Expenses	20,819	-
	<u>20,819</u>	<u>-</u>

	2001	2000
	\$	\$
4 Charges to provisions		
Bad and Doubtful Debts Expense	43,247	276,214
Salary Bad Debts	-	10,555
	<u>43,247</u>	<u>286,769</u>
5 Supplies and services		
Communications	1,062,265	932,852
Energy Costs	1,320,706	1,380,618
Contracted Services (excludes contract staff)	4,660,045	4,457,479
Consumables - General Supplies	2,432,826	2,499,345
Consumables - Minor Equipment Purchases	861,633	1,218,510
Consumables - Minor Capital Works	297,949	208,621
Repairs and Maintenance	2,004,739	1,778,511
Travel and Transport	331,144	316,044
Rent and Operating Lease Charges	1,657,478	1,377,367
Finance Charges (Bank Interest)	44,845	48,701
Advertising	500,610	656,086
Accommodation	210,453	114,022
Legal expenses	29,943	26,778
Insurance	258,630	233,020
Other	2,163,319	1,699,702
	<u>17,836,585</u>	<u>16,947,656</u>
6 Grants and subsidies		
Other	11,950	26,839
	<u>11,950</u>	<u>26,839</u>
7 Depreciation and amortisation expenses		
Buildings	2,870,386	2,661,995
Motor Vehicles Caravan & Trailers	19,718	35,476
Plant Furniture & General Equipment	499,770	626,444
Computer Equipment Communication Network & Software	1,419,312	1,640,231
Leasehold Improvements – Buildings	38,633	36,488
Leased Computer Equipment Communication Network & Software	146,368	19,474
	<u>4,994,186</u>	<u>5,020,108</u>

	2001	2000
	\$	\$
Net profit (loss) on disposal of non-current assets		
Motor Vehicles Caravan & Trailers	8,852	61,733
Plant Furniture & General Equipment	(26,979)	26,249
Computer Equipment Communication Network and Software	4,561	(50,931)
Works of Art	(6,370)	-
	<u>(19,936)</u>	<u>37,052</u>
 Comprised:		
Gross Proceeds on Sale of Property Plant and Equipment	69,487	223,528
Less: Written Down Value	89,423	186,476
Net Profit / (Loss) on Disposal of Non Current Assets	<u>(19,936)</u>	<u>37,052</u>
 9 Other expenses from ordinary activities		
Refunds of Revenue (prior financial year)	-	45
Write-offs and Losses (refer to note 42)	34,060	48,017
Miscellaneous	144,240	16,766
	<u>178,300</u>	<u>64,828</u>
 10 Fee for service		
Fee For Service –General	5,635,694	4,738,006
Fee For Service -Department of Training (DoT)	1,318,661	1,187,830
	<u>6,954,355</u>	<u>5,925,836</u>
 11 Student fees and charges		
Tuition Fees	4,423,607	4,465,528
Service / Enrolment Fees	579,407	655,085
Resource Fees	1,856,288	1,593,702
Other Fees and Charges	145,499	91,408
	<u>7,004,801</u>	<u>6,805,723</u>
 12 Ancillary trading		
Live Works (not a trading activity)	34,136	17,185
Other Selling Revenue	927,121	1,383,701
	<u>961,257</u>	<u>1,400,886</u>
 13 Commonwealth grants and contributions		
Recurrent	2,547,845	2,323,410
	<u>2,547,845</u>	<u>2,323,410</u>

Notes to the
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	2001	2000
	\$	\$
14 Trading Profit/(Loss)		
(a) Bookshop:		
Sales	1,538,226	1,474,769
Less: Cost of Sales:		
Opening Inventory	498,472	642,592
Purchases	1,117,116	947,774
	<u>1,615,588</u>	<u>1,590,366</u>
Less: Closing Inventory	548,208	498,472
Cost of Goods Sold	<u>1,067,380</u>	<u>1,091,894</u>
Less: Other Operating Expense	329,927	364,640
Trading Profit – Bookshop	<u>140,919</u>	<u>18,235</u>

Trading activities of the College is determined by sales revenue less direct cost of goods sold.

15 Other revenue from ordinary activities		
Curriculum Development	689,914	387,620
Donations	399,338	202,426
Recoveries Refunds and Recoups	85,477	-
Miscellaneous Revenue	262,369	351,751
	<u>1,437,098</u>	<u>941,797</u>

16 State funds		
Recurrent Funding - DoT (Delivery & Performance Agreement)	43,109,020	42,558,039
Recurrent Funding - DoT (Other receipts)	-	70,662
Funding for CUC	5,162,426	-
Funding for Superannuation	1,860,435	-
Total Recurrent Funding – DoT	<u>50,131,881</u>	<u>42,628,701</u>
Capital Funding – DoT	1,082,348	584,852
	<u>51,214,229</u>	<u>43,213,553</u>

Capital user charge is recognised as a revenue and expense of the College however the levy is paid to the Department of Treasury and Finance by the Department of Training on behalf of the College. The Capital user charge was introduced on 1 July 2001.

	2001	2000
	\$	\$
17 Resources received free of charge		
Department of Training		
- Property Plant and Equipment	3,305,577	42,261
- Buildings under Construction	-	3,000
- Services and Supplies:		
- Corporate Systems Support (personnel/payroll accounting asset management, communications network college management information systems)	1,626,067	935,203
- Human Resources / Industrial Relations Support	45,182	48,524
- Other	258,407	226,134
	5,235,233	1,255,122
Office of the Auditor General - External Audit Services	36,000	36,000
Other	-	211,529
Total Resources Received Free of Charge	5,271,233	1,502,651
18 Liabilities assumed by the Treasurer		
Superannuation (refer also Note 2)	1,860,435	3,512,605
	1,860,435	3,512,605
19 Cash assets		
Cash on Hand and Other Amounts in Suspense	28,320	25,820
Bank Accounts	1,809,686	818,092
College Short Term Deposits	2,250,000	1,600,000
	4,088,006	2,443,912
20 Restricted cash assets		
Delivery and Performance Agreement Refund	232,771	476,890
Trust Funds	19,413	19,359
	252,185	496,250
Represents cash resources the uses of which are restricted wholly or partially by regulations or other externally imposed requirements.		
21 Investments		
Securities - Bills of Exchange	1,999,866	3,999,623
	1,999,866	3,999,623

	2001	2000
	\$	\$
22 Receivables		
Current:		
Current Receivables includes trade debtors student debtors and over-paid salaries		
Accounts Receivable for goods and services supplied	1,299,201	1,683,088
Less: Provision for Doubtful Debts	181,611	425,858
Net Accounts Receivable	<u>1,117,590</u>	<u>1,257,230</u>
Capital User Charge Receivable	2,697,126	-
	<u>3,814,716</u>	<u>1,257,230</u>
23 Inventories		
Current:		
Non Trading Inventory		
Teaching Materials	-	12,425
Other	16,418	16,864
	<u>16,418</u>	<u>29,289</u>
Less: Provision for Obsolete Stock	-	-
Total Non Trading Inventory	<u>16,418</u>	<u>29,289</u>
Trading Inventory:		
Book Shop	548,208	498,472
Less: Provision for Obsolete Stock	9,025	9,025
Total trading Inventory	<u>539,183</u>	<u>489,447</u>
Total Inventory	<u>555,601</u>	<u>518,736</u>
24 Other assets		
Current:		
Prepayments	753,402	502,591
Accrued Income	726,933	882,695
	<u>1,480,335</u>	<u>1,385,286</u>
25 Property plant and equipment		
Land		
At Valuation (1/7/1999)	-	20,050,000
At Valuation (1/7/2000)	20,399,000	-
At Valuation (1/7/2001)	3,200,000	-
Total Land	<u>23,599,000</u>	<u>20,050,000</u>

	2001	2000
	\$	\$
Buildings		
At Cost	8,725,422	7,530,184
Less: Accumulated Depreciation	<u>375,608</u>	<u>203,041</u>
Written Down Value	8,349,814	7,327,143
At Valuation (1/7/2000)	106,882,500	-
At Valuation (1/7/1999)	-	98,978,200
Less: Accumulated Depreciation	<u>4,008,094</u>	<u>3,711,683</u>
Written Down Value	102,874,406	95,266,517
Leasehold Improvements		
At Cost	303,480	303,480
Less: Accumulated Depreciation	159,907	121,274
Written Down Value	143,573	182,206
Total Land and Buildings	<u>134,966,793</u>	<u>122,825,866</u>
Motor Vehicles Caravan & Trailers		
At Cost	62,538	138,190
Less: Accumulated Depreciation	<u>35,609</u>	<u>47,878</u>
Written Down Value	26,928	90,312
Total Motor Vehicles Caravan & Trailers	<u>26,928</u>	<u>90,312</u>
Plant Furniture & General Equipment		
At Cost	4,321,627	4,055,150
Less: Accumulated Depreciation	<u>2,528,134</u>	<u>2,084,019</u>
Written Down Value	1,793,492	1,971,131
Total Plant Furniture & General Equipment	<u>1,793,492</u>	<u>1,971,131</u>
Computer Equipment Communication Network and Software		
At Cost	8,322,776	8,469,914
Less: Accumulated Depreciation	<u>5,669,443</u>	<u>5,042,854</u>
Written Down Value	2,653,333	3,427,060
Leased	519,676	-
Less: Accumulated Depreciation	124,389	-
Written Down Value	395,287	-
Total Computer Equipment Communication Network and Software	<u>3,048,620</u>	<u>3,427,060</u>

	2001	2000
	\$	\$
Works of Art		
At Valuation (see note (a))	605,406	374,049
Total Works of Art	<u>605,406</u>	<u>374,049</u>
Buildings under construction	429,841	1,047,606
Total Written Down Value of Property Plant & Equipment	<u>140,871,080</u>	<u>129,736,024</u>

(a) Works of Art

The valuation of works of art is in accordance with an independent valuation which was undertaken by Sotherby's on the basis of market value as at 31 December 2001

(b) The valuation of land and buildings was performed on 30 June 2000 in accordance with an independent valuation by the Valuer General's Office. The valuation has been performed on the basis of current use land at cost price and replacement cost. An additional valuation for land transferred from WADOT for the West Australian School of Art and Design was performed on 30 June 2001

(c) Details of amounts written off in the 12 months ending 31 December 2001 in accordance with section 45 of the Financial Administration and Audit Act 1985 and associated Financial Administration Regulation 10 are disclosed in note 42 to these financial statements

(d) Buildings under construction reflects accumulated expenditure as at 31 December for building projects which are yet to be completed (refurbishment / extension of existing buildings and/or construction of new buildings on land controlled by the College). It includes expenditure incurred directly by the Department of Training. For these amounts the College reflects an equivalent amount under Revenue from Government - Resources Received Free of Charge (refer to note 17)

Notes to the
Financial
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Reconciliations

Reconciliations of the carrying amounts of property plant and equipment at the beginning and end of the current financial year is set out below.

2001	Carrying amount at start of year	Additions	Disposals/Write-Offs	Capitalised WIP	Depreciation	Revaluation Increments	Carrying amount at end of year
Land	20,050,000	3,250,000				299,000	23,599,000
Buildings	102,593,660			1,195,238	(2,870,386)	10,305,707	111,224,219
Leasehold Improvements	182,206				(38,633)		143,573
Motor vehicles, Caravans & Trailors	90,312		(43,666)		(19,718)		26,928
Marine Craft Plant Furniture & General Equipment	1,971,131	351,724	(29,592)		(499,770)		1,793,493
Computer equipment, communication network & software	3,427,060	1,196,528	(9,289)		(1,565,679)		3,048,620
Works of art	374,049	9,446	(6,875)		-	228,786	605,406
Other Plant and Equipment Work In Progress	1,047,606	577,473		(1,195,238)			429,841
Total	<u>129,736,024</u>	<u>5,385,171</u>	<u>(89,422)</u>	<u>-</u>	<u>(4,994,186)</u>	<u>10,833,493</u>	<u>140,871,080</u>

	2001	2000
	\$	\$
26 Intangible assets		
At Cost	97,400	97,400
Less: Accumulated Amortisation	95,000	60,921
Written Down Value	2,400	36,479
Total Written Down Value of Intangible Assets	<u>2,400</u>	<u>36,479</u>

27 Payables

Current:

Supplies and Services	1,913,650	1,459,878
	<u>1,913,650</u>	<u>1,459,878</u>

Trade liabilities are settled within the following month or where required by supplies on shorter terms.

28 Interest bearing liabilities

Current:

Finance Lease Liabilities (See note 34)	123,857	-
Total Current Borrowings:	<u>123,857</u>	<u>-</u>

Non - Current:

Finance Lease Liabilities (See note 34)	271,430	-
Total Non-Current Borrowings	<u>271,430</u>	<u>-</u>

29 Provisions

a) Current:

Liability for Annual Leave	2556,357	2434,783
Liability for Long Service Leave	3,366,092	2,941,066
Total Current Employee Entitlements	<u>5,922,449</u>	<u>5,375,849</u>

b) Non-Current:

Liability for Long Service Leave	2,716,220	2,888,349
Liability for Superannuation*	1,305,504	300,110
Other	45,563	33,586
Total Non-Current Employee Entitlements	<u>4,067,287</u>	<u>3,222,045</u>

Notes

* The superannuation liability has been established from data supplied by the Government Employees Superannuation Board. The college considers the carrying amount of employee entitlements approximates the net fair value.

	2001	2000
	\$	\$
30 Other liabilities		
Current:		
Accrued Expenses for Supplies and Services	598,027	1,186,287
Accrued Expenses for Capital Expenditure	2,697,126	-
Income Received in Advance (a)	1,834,281	1,923,936
Grants and Advances	20,334	20,791
Accrued Salaries & Wages	1,296,611	953,224
Total Current Other Liabilities	<u>6,446,380</u>	<u>4,084,238</u>
(a) Income Received In Advance Comprises:		
Department of Training - Grants & Equipment	594,731	314,784
Fee for Service	859,154	1,181,954
Student Fees & Charges	380,024	426,161
Other	371	1,037
Total Income in Advance	<u>1,834,281</u>	<u>1,923,936</u>
31 Accumulated surplus		
Balance at the beginning of the year	107,366,607	110,516,442
Change in net assets resulting from operations	(2,245,887)	(3,149,835)
Balance at the End of the Year	<u>105,120,720</u>	<u>107,366,607</u>
32 Reserves		
Asset Revaluation Reserve		
Balance at the beginning of the year	18,364,923	5,118,292
Revaluations during the year (a)	10,833,493	13,246,631
Balance at the end of the year	<u>29,198,416</u>	<u>18,364,923</u>
Total Reserves	<u>29,198,416</u>	<u>18,364,923</u>
Net increase in reserves	<u>10,833,493</u>	<u>13,246,631</u>
(a) Revaluations recognised during the year were in respect of:		
Land	299,000	4,762,000
Buildings	10,305,707	8,484,631
Artworks	228,786	-
	<u>10,833,493</u>	<u>13,246,631</u>

	2001	2000
	\$	\$
33 Contingent Liabilities		
The College has no contingent liabilities		
34 Commitments for Expenditure		
(a) Capital Expenditure Commitments		
Capital expenditure commitments being contracted capital expenditure additional to the amounts reported in the financial statements are payable as follows:		
Within 1 year	864,648	418,923
	<u>864,648</u>	<u>418,923</u>
(b) Lease Commitments		
Commitments in relation the leases contracted for at the reporting date but not recognised as liabilities payable:		
Within 1 year	1,636,205	1,082,932
Later than 1 year and not later than 5 years	2,364,871	1,514,158
Later than 5 years	-	114,504
	<u>4,001,076</u>	<u>2,711,594</u>
(b)(i) Finance Lease Commitments		
The College had the following obligations under finance leases. A liability is recognised after deduction of future finance lease charges included in the obligations.		
Payable no later than 1 year	123,857	-
Payable later than 1 year and not later than 5 years	271,430	-
Minimum lease payments	395,287	-
Deduct: Future finance charges	-	-
Provided for as a liability	<u>395,287</u>	-
Representing Lease Liabilities:		
Current	123,857	-
Non – Current	271,430	-
Total Lease Liability	<u>395,287</u>	-

	2001	2000
	\$	\$
The net fair value of lease liabilities are as follows:		
(b)(ii) Non-cancellable Operating Lease Commitments		
The College had the following obligations under non cancellable operating leases. Obligations under non cancellable operating leases are not recognised as liabilities.		
Payable no later than 1 year	1,512,348	1,082,932
Payable later than 1 year and not later than 5 years	2,093,441	1,514,158
Payable later than 5 years	-	114,504
Total Operating Lease Commitments	<u>3,605,789</u>	<u>2,711,594</u>

35 Reconciliation of Net Cash used in Operating Activities to Net Cost of Services

Net cash (used in) from operating activities	(43,176,249)	(40,681,288)
Change in Operating Assets and Liabilities		
Increase/(Decrease) in Receivables	2,313,598	711,545
Increase/(Decrease) in Accrued Income	(155,762)	(453,487)
Increase/(Decrease) in Inventories	36,865	(139,635)
Increase/(Decrease) in Prepayments	250,451	(470,918)
(Increase)/Decrease in Payables	(453,772)	(1,078,173)
(Increase)/Decrease in Income in Advance	89,655	(43,823)
(Increase)/Decrease in Grants and Advances	457	457,891
(Increase)/Decrease in Provisions	(1,391,841)	237,028
(Increase)/Decrease in Other Liabilities	(2,452,253)	(225,446)
(Increase)/Decrease in Interest Bearing Liabilities	(395,287)	-
Adjustments for Non Cash Items		
Profit / (Loss) on Disposal on Non-current Assets	(19,936)	37,052
Depreciation Expenses	(4,994,186)	(5,020,108)
Charges to Provisions	(43,247)	(286,769)
Non Cash and Fixed Asset Adjustments	414,997	410,829
Resources Received Free of Charge	(1,965,656)	(1,502,651)
Capital User Charge	(5,162,426)	-
Notional Superannuation (liability assumed by the Treasurer)	(3,720,870)	(3,512,605)
GST Cashflows recoverable from ATO	233,678	181,914
Net cost of services	<u>(60,591,784)</u>	<u>(51,378,644)</u>

	2001	2000
	\$	\$
36 Reconciliation of Cash		
For the purposes of the Statement of Cash Flows cash includes cash on hand and in banks and amounts in suspense.		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Cash Resources	6,087,872	6,443,535
Restricted Cash Resources	252,185	496,250
Total cash (as per Statement of Financial Position)	<u>6,340,057</u>	<u>6,939,785</u>
Total cash (as per Statement of Cash Flows)	<u>6,340,057</u>	<u>6,939,785</u>

**37 Non Cash Financing and Investing Activities
Finance Lease Transactions**

During the year the college acquired plant and equipment with an aggregate fair value of \$519,676 by means of finance leases. These acquisitions are not reflected in the Statement of Cash Flows.

38 Remuneration of Members of the Accountable Authority and Senior Officers

The total fees salaries and other benefits received or due and receivable for the financial year by members of the Accountable Authority from the college or any related body.

139,876	119,967
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The total fees salaries and other benefits received or due and receivable for the financial year by Senior Officers other than members of the Accountable Authority from the college or any related body.

408,687	380,953
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The number of members of the Accountable Authority whose total fees salaries and other benefits received or due and receivable for the financial year falls within the following bands:

\$110,001	-	\$120,000	-	1
\$130,001	-	\$140,000	1	-

		2001 \$	2000 \$
The number of Senior Officers other than members of the Accountable Authority whose total fees salaries and other benefits received or due and receivable for the financial year falls within the following bands:			
\$20,001	-	\$30,000	1
\$50,001	-	\$60,000	1
\$80,001	-	\$90,000	-
\$90,001	-	\$100,000	1
\$100,001	-	\$110,000	2
\$110,001	-	\$120,000	1

39 Retirement Benefits of Members of the Accountable Authority and Senior Officers

No retirement benefits were paid for 2001
In respect of members of the Accountable Authority the following amounts were paid or became payable for the financial year:
Notional contributions to:

Gold State Superannuation Scheme	13,890	12,096
Total Notional Contributions	13,890	12,096

In respect of Senior Officers other than members of the Accountable Authority the following amounts were paid or became payable for the financial year:
Notional contributions to:

Gold State Superannuation Scheme	18,749	15,227
West State Superannuation Scheme	20,629	12,663
Total Notional Contributions	39,378	27,890

Contributions to other superannuation funds	None	7,036
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40 Remuneration of Auditor

The total of fees paid or due and payable to the auditors for the financial year is as follows:
Fees to the Office of the Auditor General (external audit service)

36,000	36,000
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41 Events Occurring After Balance Date

There are no material events that have occurred after 31 December 2001.

	2001	2000
	\$	\$
42 Public property losses write offs and gifts		
The following losses and write-offs are incorporated in 'other operating expenses' (refer to note 9)		
Losses of public and other moneys and public and other property through theft default or otherwise.	<u>34,060</u>	<u>48,017</u>

43 Segment Information

The College has only one segment (as defined by Treasurer's Instruction 1101 (2) (viii) and that is Vocational Education and Training Delivery. The college operates primarily in one geographical segment being within the State of Western Australia.

44 Related Bodies

The College has no related bodies.

45 Affiliated Bodies

The College has no affiliated bodies.

46 Controlled Entities

During 2001 Central TAFE gained control over the company WANMTC Pty Ltd. The two directors of the company are employees of Central TAFE. The company has three shareholders being Curtin University, The University of Western Australia, and the Minister for Training. Each hold one nominal share. Results for 2001 have not been consolidated as the net assets value of \$19,794 and was not considered financially material. There were no other transactions for 2001.

47 Explanatory Statement

Explanations for significant variations

(a) Significant variations between estimates and actual results for the financial year

Section 42 of the Financial Administration and Audit Act requires the college to prepare annual budget estimates.

Details and reasons for significant variations between estimates and actual results are detailed below.

Significant variations are considered to be those greater than 10% or \$250,000.

OPERATING EXPENDITURE	Sec 42	Actual	Variance	%
Employee Expenses				
The addition of Superannuation as an on-cost in the calculation of employee entitlements has increased employee expenses in 2001.	48,254,831	51,832,582	3,577,751	7.4%
Additional fee for service activities this year have also increased salary costs. These events were not foreseen at the time of preparing the Section 42 Estimates.				
Charges to Provisions				
An assessment of the collectability of outstanding debts at year end has resulted in a reduction in the provision for doubtful debts.	218,781	43,247	(175,534)	-80.2%
Supplies and Services				
The level of Resources Received Free of Charge from the Department of Training were significantly over the level estimated for 2001 and were not expected at the time of preparing the Section 42 Estimates. This item also includes additional expenditure items that were not included last year.	15,493,483	17,836,585	2,343,102	15.1%
Net loss on disposal of assets				
The Section 42 Estimate for the loss on disposal of assets was conservative and the actual result was better than anticipated.	90,000	19,936	(70,064)	-77.8%
Other Operating Expenses				
The Section 42 Estimates is much higher as it was calculated including a number of expenditure items such as Advertising Water Rates and Taxes and Insurance that have been reclassified under Supplies and Services during 2001.	1,180,123	277,105	(903,018)	-76.5%
Capital User Charge				
On 1 July 2001 Capital User charge (CUC) was introduced by Treasury. This charge is fully funded by WADOT. Calculated at 8% per annum of net assets	-	5,162,426	5,162,426	100.0%
REVENUES FROM SERVICES				
Fee for Service				
This amount has reduced as it does not include commonwealth government grants. Commonwealth grants are now included under Other Operating revenue	8,321,500	6,954,355	(1,367,145)	-16.4%

OPERATING EXPENDITURE	Sec 42	Actual	Variance	%
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Ancillary Trading

The level of Venue Hire Charges were less than estimated for 2001.

	1,078,000	961,257	(116,743)	-10.8%
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Other Operating Revenue

Additional receipts of Curriculum Grants and Donations were recognised in 2001 and were not expected at the time of preparing the 2001 Estimates.

	124,000	1,437,098	1,313,098	1059.0%
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REVENUES FROM GOVERNMENT

State Funds

An increase in the purchase of profile delivery and Capital funding from the Department of Training has resulted in an increase in State Funds.

	43,052,633	51,214,229	8,161,596	19.0%
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Resources Received Free of Charge

There has been an increase in the resources received free of charge as well as land transferred to the College of \$3.25 million. These were not expected at the time of preparing the Estimates.

	885,000	5,271,233	4,386,233	495.6%
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- (b) Significant variations between actual revenues and expenditures for the financial year and revenues and expenditures for the immediately preceding financial year

Significant variations in revenues and expenditures between actual revenue (income) and expenditure and the corresponding item of the preceding year are detailed below.

Significant variations are considered to be those greater than 10% or \$250,000.

OPERATING EXPENDITURE

Employee Expenses

Total employee expenses are \$51,832,582 (2001) and \$46,983,050 (2000). This variance of 10.32% is explained by Salary increases of 1.5% and 2% for administration and lecturing staff respectively in accordance with EBA provisions. In addition an increase in fee for service activity has contributed to the increased salary costs. Further to this the addition of superannuation as an on-cost in the calculation of employee entitlements for 2001 has increased employee expenses this has not been included in previous years. Refer Note 2 of notes to the financial statements.

Charges to Provisions

Total charges to provisions are \$43,247 (2001) and \$286,769 (2000). This variance of -84.9% is a result of an assessment of the collectability of outstanding debts at year end causing a reduction in the provision for doubtful debts. Bad and doubtful debts \$43,247 (2001) and \$276,214 (2000). Refer to Note 4 of financial statements.

Supplies and Services

Total supplies and services are \$17,836,585 (2001) and \$16,947,656 (2000). The variance of 5.25% is explained by various increases in expenditure refer to Note 5 of the financial statements for more detailed disclosure of individual items. None are considered material.

Grants and Subsidies

There was a reduction in the level of Grants and Subsidies provided to external parties in 2001. Total expenditure was \$11,950 (2001) and \$26,839 (2000) variance of -55.47%.

Other Operating Expenses

In 2001 there was a of prior year adjustments to depreciation. This is the primary increase causing other expenses to increase in 2001. Total expenditure was \$178,300 (2001) and \$64,828 (2000) variance of 175%.

REVENUES FROM SERVICES

Fee for Service

Total Fee for Service Revenue \$6,954,355 (2001) and \$5,925,836 (2000). This 17.4% variance is attributed to additional enrolments in the Adult Migrant Education Project and fee for service courses.

Ancillary Trading

Total Ancillary revenue is \$961,257 (2001) and \$1,400,886 (2000). This variance of -31.4% is explained by decreases in Venue Hire Charges and the Sale of Curriculum Material from levels in 2000.

Trading Profit

Total trading profit \$140,919 (2001) and \$18,235 (2000). This variance of 672% was caused by improvements in the Bookshops margins for the current year and a reduction in Bookshop salaries.

Other Operating Revenue

Total Other Revenue is \$1,437,099 (2001) and \$941,797 (2000). The variance of 53% is attributed to additional Curriculum Development Grants and Donations received in 2001.

REVENUES FROM GOVERNMENT

State Funds

Total State Funds is \$51,214,229 (2001) and \$43,213,553 (2000). The variance of variance of 18.5% is related to an increase in the purchase of profile delivery from the Department of Training and the inclusion of the Capital User Charge(CUC) for 2001. This CUC was not included for 2000 figures. Refer Note 16 of the financial statements for more details.

Resources Received Free of Charge

Total resources received free of charge are \$5,271,233 (2001) and \$1,502,651 (2000). This variance of 251% relates to primarily to land transferred to the College of \$3.25 million along with increases in other resources received free of charge. Refer Note 17 of the financial statements for more detail.

48 Financial Instruments

(a) Interest Rate Risk Exposure

The College's exposure to interest rate risk and the effective weighted average interest rate for each class of financial assets and financial liabilities is set out below:

47 Financial Instruments

(a) Interest Rate Risk Exposure

The College's exposure to interest rate risk, and the effective weighted average interest rate for each class of financial assets and financial liabilities is set out below:

(b) **Credit Risk Exposure**

All financial assets are unsecured.

Amounts owing by other government agencies are guaranteed and therefore no credit risk exists in respect of those amounts. In respect of other financial assets the carrying amounts represent the College's maximum exposure to credit risk in relation to those assets as indicated in the Statement of Financial Position.

(c) **Net fair value of financial assets and liabilities**

The carrying amount of all the College's financial instruments approximate their net fair value.

2001	Weighted average effective interest rate %	Variable interest rate \$	Fixed Interest Rate Maturity			Non Interest Bearing \$	Total \$
			1 year or less \$	1 to 5 years \$	Over 5 years		
Financial Assets							
Cash assets	4.23%	1,809,686	2,250,000			28,320	4,088,006
Restricted cash	1.50%	19,413				232,771	252,185
Receivables and Accrued income						2,026,134	2,026,134
Investments	5.03%		1,999,866				1,999,866
Total Financial Assets		1,829,099	4,249,866	-	-	2,287,225	8,366,190
Financial Liabilities							
Payables						1,913,650	1,913,650
Interest bearing liabilities						395,287	395,287
Provisions						9,989,736	9,989,736
Other liabilities						1,914,972	1,914,972
Total Financial Liabilities		-	-	-	-	14,213,645	14,213,645
Net Financial Assets (Liabilities)		1,829,099	4,249,866	-	-	(-11,926,420)	(-5,847,455)

2000	Weighted average effective interest rate %	Variable interest rate \$	Fixed Interest Rate Maturity			Non Interest Bearing \$	Total \$
			1 year or less \$	1 to 5 years \$	Over 5 years		
Financial Assets							
Cash assets	6.03%	818,092	1,600,000			25,820	2,443,912
Restricted cash	1.50%	19,359				476,890	496,249
Receivables and Accrued Income						2,565,783	2,565,783
Investments	6.61%		3,999,866				3,999,623
Total Financial Assets		1,829,099	4,249,866	-	-	3,068,493	9,505,567
Financial Liabilities							
Payables						1,495,878	1,495,878
Interest bearing liabilities						-	-
Provisions						8,297,784	8,297,784
Other liabilities						2,160,302	2,160,302
Total Financial Liabilities		-	-	-	-	11,917,964	11,917,964
Net Financial Assets (Liabilities)		837,451	5,599,623	-	-	(-8,849,471)	(-2,412,397)



AUDITOR GENERAL

To the Parliament of Western Australia

CENTRAL TAFE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2001

Scope

I have audited the accounts and financial statements of Central TAFE for the year ended December 31, 2001 under the provisions of the Financial Administration and Audit Act 1985.

The Governing Council is responsible for keeping proper accounts and maintaining adequate systems of internal control, preparing and presenting the financial statements, and complying with the Act and other relevant written law. The primary responsibility for the detection, investigation and prevention of irregularities rests with the Governing Council.

My audit was performed in accordance with section 79 of the Act to form an opinion based on a reasonable level of assurance. The audit procedures included examining, on a test basis, the controls exercised by the College to ensure financial regularity in accordance with legislative provisions, evidence to provide reasonable assurance that the amounts and other disclosures in the financial statements are free of material misstatement and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Accounting Standards, other mandatory professional reporting requirements and the Treasurer's Instructions so as to present a view which is consistent with my understanding of the College's financial position, the results of its operations and its cash flows.

The audit opinion expressed below has been formed on the above basis.

Audit Opinion

In my opinion,

- (i) the controls exercised by Central TAFE provide reasonable assurance that the receipt, expenditure and investment of moneys and the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions; and
- (ii) the Statement of Financial Performance, Statement of Financial Position and Statement of Cash Flows and the Notes to and forming part of the financial statements are based on proper accounts and present fairly in accordance with applicable Accounting Standards, other mandatory professional reporting requirements and the Treasurer's Instructions, the financial position of the College at December 31, 2001 and the results of its operations and its cash flows for the year then ended.

D D R PEARSON
AUDITOR GENERAL
May 28, 2002

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