

ANNUAL REPORT 2003

West Coast College of **TAFE**

Annual Report 2003



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TAFEWA
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Letter to the Minister

Hon Alan J Carpenter, MLA
Minister for Education and Training

12th Floor Dumas House
2 Havelock Street
WEST PERTH WA 6000

In accordance with the requirements of Section 54 of the Vocational Education and Training Act 1996 and Section 66 of the Financial Administration and Audit Act 1985, we hereby submit for your information and presentation to Parliament, the Annual Report of West Coast College of TAFE for the year ended 31 December 2003.



JACKIE MCKIERNAN
Governing Council Chair
26 February 2004



SUE A SLAVIN
Acting Managing Director
(Member Governing Council)
26 February 2004

Vision & Strategic Priorities

Strategic Directions 2002–2006

Mission

To provide quality Vocational Education and Training products and services to meet the needs and expectations of our clients.

Vision

To be recognised as a world class provider of Vocational Education and Training through innovation, enterprise and leadership.

Values

Equity, integrity and quality.

KEY RESULT AREA 1

Customers and Stakeholders

The College anticipates and meets the evolving requirements of its customers and stakeholders.

Objectives

- Acquire and utilise information on market trends, emerging markets and evolving customer needs and expectations.
- Meet customer expectations.
- Develop partnerships and alliances with major clients and stakeholders.

KEY RESULT AREA 2

Products and Services

The College ensures its products and services are in demand in the market.

Objectives

- Ensure products and services are relevant to the market place.
- Meet quality standards.
- Develop programs to meet emerging and niche markets.

KEY RESULT AREA 3

West Coast College Staff

The College makes optimum use of the talent and expertise of each staff member.

Objectives

- Provide opportunities for all staff to develop their talents and expertise.
- Optimise the application of staff talents and expertise.
- Develop strategies to equip staff to readily adapt to change in their work environment.

KEY RESULT AREA 4

Financial Security

The College maximises the profitability and investment of its resources.

OBJECTIVES

- Achieve profitability in all business activities.
- Achieve growth.
- Maximise return on investments

Continually improve systems and processes associated with resource allocation and monitoring.

College Overview

Overview

West Coast College of TAFE is one of four Perth metropolitan TAFE Colleges. The College has a mandate to deliver high quality vocational education and training to meet the needs of industry, business and the community in the North Metropolitan Region of Perth.

As an integral member of the TAFEWA Network, the College also draws upon, and contributes to, the resources and expertise of one of Western Australia's biggest and most highly respected educational providers

In 2003 the College experienced a period of significant change due to the TAFE realignment.

Balga Campus, formerly part of West Coast College of TAFE, was amalgamated in the newly formed Swan TAFE and the campus at Carine was partially closed down with many profile courses relocated to Joondalup. The Hospitality Training Centre remains operational at Carine until a new training Centre is built on the Joondalup Campus in 2005.

In Brief

West Coast College of TAFE:

- Meets the learning needs of some 20,000 students each year.
- Has 25 delivery locations, mainly in the North Metropolitan Region.
- Offers more than 100 career courses and more than 10 specialty training areas, including programs specifically designed to meet the needs of young people.
- Provides more than 400 Adult Community Education (ACE) Programs each term.
- Has more than 300 skilled and supportive staff to assist our students and clients meet their professional and personal goals.
- Has an operating budget of some \$35 million per annum.
- Specialises in providing a blend of flexible and customised training solutions for large and small businesses, industry, local government, schools, individuals and the community.

Organisational Structure



The Year in Review

Governing Council Report

Dynamic change characterised 2003 for West Coast College of TAFE. The impact of TAFE realignment presented both challenges and opportunities for the College.

Challenges came in the form of seeking improved efficiencies in business processes to better serve the new College structure and TAFEWA Network, delivering a high level of training through a period of change and ensuring the College continued to deliver courses to meet customer and stakeholder needs.

A reduced asset base, revised objectives and the development of a new Strategic Plan for 2004 – 2008 required flexibility and willingness to see change as an opportunity.

The Council is extremely appreciative of the professionalism, commitment and the efforts of all staff to capitalise on the prospects afforded by the altered environment of 2003.

Opportunities were also presented as a result of the release of the Six Key Priorities for Vocational Education and Training in 2003 and 2004 – as detailed in 'Creating the Future' - Minister for Education and Training, the Hon. Alan Carpenter, MLA.

The College made substantial progress in addressing these priorities. Progress highlights included the development and delivery of three new youth programs, strong collaboration with partners in the TAFEWA Network to reduce duplication and increase services to customers, increase traineeships opportunities and improve and make the transition easier for students between our partners in the Joondalup Learning Precinct.

Achievements in 2003 were all the more significant in a year which required the College to make a paradigm shift in its strategic focus. Key 2003 highlights included:

- The achievement of 103.4% profile, in terms of student contact hours of the Delivery and Performance Agreement (DPA) in this transitional year.
- The development of a new five-year Strategic Plan.
- Adult Migrant Education Service (AMES) being recognised with the 2003 Outstanding General Providers Award at the Western Australian Adult Learners Week.

To achieve these outcomes the College worked extensively with a wide range of industry, community and Government stakeholders. The Council would particularly like to acknowledge the support of our stakeholders, delivery and precinct partners and recognise their contribution, a critical success factor in enabling the College to continue to deliver high quality Vocational Education and Training.

Midway through the year the Managing Director, Royce Standish, retired. The Governing Council would like to acknowledge Royce's commitment to the College and wish him well in his future endeavours.

Mrs Sue Slavin was appointed as the Acting Managing Director in June 2003. Arriving at a critical time Sue drew upon her expertise and experience in change management and leadership to ensure a seamless transition. She has been successful in refocussing the College to the new strategic priorities.

During the year the Council composition changed considerably. I would like to acknowledge the contribution of retiring Council members including Professor Leonie Still, Dr John Bollig, Superintendent Ian Calderwood, Mr Keith Lingard.

The combination of experience, expertise and selfless commitment to the VET sector by past and current Council members has not only guided the College through some difficult times but also, and more importantly, positioned the College to meet the training needs of the rapidly expanding North Metropolitan Region of Perth.


 JACKIE MCKIERNAN
 Chair Governing Council

Managing Director's Report

For West Coast College of TAFE 2003 was a time for review, change management and important progress towards a cultural change and new strategic priorities.

Consistent with the findings of the McRae Review - Positioning the Training Sector for Excellence - West Coast College of TAFE participated in a realignment of TAFE Colleges. Subsequently the College undertook a significant restructure. There was an imperative for all College staff members to 'think outside the square' and adopt an enhanced flexibility in the work environment.

The Executive, with guidance from the Governing Council and in consultation with staff, worked towards implementing the new structure which better aligned roles and functions, created an enhanced responsiveness to customer needs and created greater synergies with our partners in the TAFEWA Network.

The College also undertook an extensive review of its commercial business model and processes. A new business model was adopted to align the commercial services with the College's changed capacity, create an enhanced focus on the northern corridor of the region and to withstand volatile market conditions.

I congratulate and thank all staff for their flexibility and willingness to adopt the new structure, business processes and strategic priorities. It is a credit to all that the new structure and business procedures were progressively implemented to completion at 31 December 2003, without disruption to services.

The new structure is already achieving results in reducing duplication of effort, strengthening teamwork across the College, improving communication with our stakeholders and customers and developing new and innovative programs.

With a greater emphasis on the learner driven approach the College also consolidated and augmented delivery outcomes and offered a contemporary mix of blended learning. This was balanced by closer liaison with industry to ensure the approach increased the work readiness of our graduating students.

A clear focus on initiatives for youth was a priority for the Training Delivery Directorate. The VET In Schools program was expanded and a substantial program for students at educational risk was introduced.

It is anticipated the year ahead will be one of consolidation.

The new College Business Plan more closely aligns the College Strategic Plan with State Government's vision, goals and objectives as well as Federal Government requirements. It will also facilitate the closer monitoring and tracking of College Key Performance Indicators.

Developing College staff members, so that they can deliver the highest quality of training, will be a key priority in the year ahead. The first stage of a new Workforce Development Plan will be implemented in 2004 with the aim of building and strengthening the College team to meet the challenges, changes and opportunities resulting from a new education and training environment.

I extend my sincere thanks to all our stakeholders. Without their support many of the 2003 achievements would not have been possible. I thank the Governing Council, particularly Professor Leonie Still for her leadership and advice during this transitional phase.



SUE A. SLAVIN
Acting Managing Director
(Member Governing Council)

See next page for VET Priority Table

VET Priority Table

Key VET Priority	2003 Achievements
Increasing retention rates	<ul style="list-style-type: none"> The development and delivery of three new programs for young Students at Educational Risk (SAER). <ol style="list-style-type: none"> Stepping Up - Years Nine and Ten students. Help In Pregnancy (HIP) - pregnant teenagers. Certificate I in Workplace Readiness for Indigenous students.
Improving and making an easier transfer between VET and Universities	<ul style="list-style-type: none"> ACE students, in ten different computer courses, were able to receive credits towards Award Courses as part of the Department of Education and Training Pathways project. Agreement was reached between the College and its Joondalup Learning Precinct Partners – Edith Cowan University and Western Australian Police Academy – to improve and clearly define credit transfers in more than 10 key areas of delivery. Agreement was reached with Edith Cowan University to jointly deliver an Associate Degree in Security. Delivery is planned for Semester One 2004.
Increasing the number of apprenticeships and traineeships	<ul style="list-style-type: none"> The College piloted a highly successful Year Ten school-based Indigenous Traineeship – Certificate I Workplace Readiness - in partnership with the West Coast District Education Office and the South Metro Youth Link. The College was the host employer for four indigenous business trainees.
Strengthening the TAFEWA network	<ul style="list-style-type: none"> More than 40 senior staff attended a two-day workshop focused on leadership in an educational environment. AMES was awarded a five year contract – estimated value some \$26 Million – to deliver English Language and Citizenship courses in the Perth CBD, Metropolitan Perth and across Western Australia. The Commonwealth Department of Education, Science and Technology awarded West Coast Training Solutions (WCTS) contracts to deliver Workplace English Language and Literacy (WELL) training. The Contracts are valued at more than \$1 million. The Learning Resource Centre implemented a new library system to improve the management, administration and the delivery of information to students and staff across the 35 libraries in the TAFEWA Network. A new Finance System was introduced midway through the year. The system enabled the College to create greater synergies with other financial systems in the TAFEWA network as well as streamlining the internal processes. As part of a Consortium, the College, was the only successful tenderer nationally to win a contract to develop the Training and Assessment Toolbox in 2003-2004. AMES won the 2003 Outstanding General Providers Award at the Western Australian Adult Learners Week.
Supporting Jobs Growth	<ul style="list-style-type: none"> The Hospitality Training Centre Project reached the final design stage with the tender for construction to be advertised early in 2004. It is anticipated the Hospitality Training Centre will be an impetus for jobs growth in the Hospitality Sector in the North Metropolitan Region in future years.

VET Priority Table – continued

Key VET Priority	2003 Achievements
Supporting Jobs Growth – continued	<ul style="list-style-type: none"> <li data-bbox="359 256 1450 439">• In line with the Department of Health’s commitment to increase the number of nurses in Western Australia, the College secured registration from the Western Australian Nurses Board and funding from the Department of Education and Training to deliver Certificate IV Enrolled Nursing from the Joondalup Campus. The Health and Community Services industry is a significant growth area in the expanding Northern corridor and this development provides direct and increased access to training to meet industry demand. <li data-bbox="359 452 1450 556">• The College led and completed a project - funded by a grant from the Department of Education and Training- to develop a framework for Employability Skills Traineeships. It is anticipated that full program and resource development will be undertaken in the first half of 2004.
Providing better career guidance and preparation for employment	<ul style="list-style-type: none"> <li data-bbox="359 615 1450 717">• The College identified the need for more focused coordination of skills recognition assistance for existing and prospective students and developed a new set of policies, procedures and a communication plan to provide students with better and more relevant information.

Report on Operations

Training Delivery

Role and Function

The Training Delivery Directorate is responsible for the development, coordination and delivery of Vocational Education and Training (VET) outcomes to meet the State Government policies, objectives and directions. The Directorate ensures the efficient and effective use of resources resulting in high quality, value for money outcomes, which meet the needs of diverse groups of stakeholders and customers.

Training Delivery works closely with customers and stakeholders to provide relevant, industry-endorsed training in more than ten specialist areas:

- 1 Aged Care and Nursing
- 2 Child Care and Education
- 3 Business and Management
- 4 IT and Multimedia
- 5 Health, Fitness and Recreation
- 6 Hospitality and Tourism
- 7 Literacy and Numeracy
- 8 Retail and Beauty
- 9 Security and Investigations
- 10 Youth and Community Services
- 11 Access and Participation

Challenges 2003

One of the most challenging issues in 2003 was the relocation of programs, staff and students from the Carine Campus to the Joondalup Campus. While the Hospitality Centre remains operational at Carine - until a new Centre is built at Joondalup, scheduled for 2005 - all other courses were relocated to Joondalup.

The relocation flow-on effects required a reconfiguration of rooms at the Joondalup Campus, altered to provide more training areas. Timetabling was reviewed to ensure optimum use of space and the College researched its flexible delivery capacity to seek more innovative ways of delivering training consistent with industry and community needs.

The high level of commitment and flexibility of staff ensured a high quality of delivery was maintained through this period of change.

Achievements 2003

A key accomplishment for 2003 was the achievement of 103.4% Profile of the Departmental Performance Agreement (DPA). It is important to note this achievement occurred in a year of significant change.

Despite challenges presented by the TAFEWA realignment, the Directorate ensured high quality service and maintenance of profile courses. There was also an enhanced focus on the learner driven approach, with the College offering a contemporary mix of blended learning modes, including traditional online, flexible and off campus modules.

The College also took up the challenge to meet the Six Key Priorities For Vocational Education and Training 2003 to 2004, as detailed in 'Creating the Future' (Minister for Education and Training, the Hon. Alan Carpenter, MLA).

The College reviewed each priority and undertook a gap analysis of its program delivery. To meet these priorities the College worked collaboratively with West Coast Education District Services Centre and local schools to expand its VET in Schools training.

Traditionally the VET in Schools program is delivered to Years 11 and 12. However, recent research indicates there is substantial number of students at educational risk who leave formal education before they are able to access VET opportunities. In response to this research the College developed Stepping Up for Year Nine and Ten students. During 2003 more than 160 Year Nine and Ten students attended the College one day a week during the school term to develop ideas about and interests in training and career options.

Other initiatives for youth included the development of the Help in Pregnancy (HIP) program. HIP aims to provide pregnant teenagers better education and training opportunities during their pregnancy while assisting them develop skills in antenatal care and parenting.

The table over the page highlights the Training Delivery Directorate's achievements against Key Priorities.

Priority

Key Achievements

Increasing retention rates

Development and implementation of the Stepping Up program, designed to assist Years Nine and Ten students at educational risk develop ideas about and interests in training and career options. More than 80 students enrolled in the first intake. This figure almost doubled with the enrolment of Year Nine students. Participants attended the College one day per week during the school term and gained hands-on experience in a career of their choice.

The Help in Pregnancy (HIP) program was developed and delivered. It aims to give pregnant teenagers better education and training opportunities during their pregnancy while assisting them develop skills in antenatal care and parenting. It also enabled participants to graduate with an accredited Year 10 Equivalent. A second HIP course is planned to start in April 2004.

Improving and making an easier transfer between VET and Universities.

Agreement was reached between the College and its Joondalup Learning Precinct Partners – Edith Cowan University and Western Australian Police Academy – to improve and clearly define credit transfers in the following areas: business, childcare, community services, health, hospitality, information technology, multimedia, police studies, science and tourism.

Agreement was reached with Edith Cowan University to jointly deliver an Associate Degree in Security. Delivery is planned for Semester One 2004.

Increasing the number of apprenticeships and traineeships

The College deployed a range of strategies, aligned with Government objectives, to increase the number of apprentices and traineeships. A key achievement was the pilot program for Year Ten school-based Indigenous Traineeship undertaken in partnership with the West Coast District Education Office and the South Metro Youth Link. This program was highly successful with 15 of the 17 students graduating in Certificate I Workplace Readiness. All graduates have progressed to a further traineeship, employment or have elected to remain at school.

In 2003 the College was the host employer for four indigenous business trainees.

The College led and completed a project - funded by a grant from the Department of Education and Training- to develop a framework for Employability Skills Traineeships. It is anticipated that full program and resource development will be undertaken in the first half of 2004.

Strengthening the TAFEWA network

The Community, Education and Children's Services Departments took a lead role in Chairing the CSSN Curriculum Management Board and Curriculum Advisory Group. These groups initiated a number of quality improvement processes to provide a more consistent approach to industry and improve transition arrangements for students moving between Colleges.

Supporting Jobs Growth

The Hospitality Training Centre Project reached the final design stage with the tender for construction to be advertised early in 2004. It is anticipated the Hospitality Training Centre will be an impetus for jobs growth in the Hospitality sector in the North Metropolitan Region in future years.

In line with the Department of Health's commitment to increase the number of practicing nurses in Western Australia the College secured registration, from the Western Australian Nurses Board, and funding, from the Department of Education and Training, to deliver Certificate IV Enrolled Nursing from the Joondalup Campus. The Health and Community Services Industry is a significant growth area in the expanding Northern corridor and this development provides direct and increased access to training to meet industry demand.

Providing better career guidance and preparation for employment

The College identified the need for a more focused coordination of skills recognition assistance for existing and prospective students and developed a new set of policies and procedures and a communication plan to provide students with better and more relevant information.

The Year Ahead

In 2004 Training Delivery will expand its responsibilities to include International Students, Indigenous Support Services and Professional Development. Whilst Training Delivery will undertake numerous initiatives, key projects planned for 2004 include:

- Development of the Security and Investigations Training Section into an area of specialisation will be accelerated by the acquisition of up-to-date security industry equipment and the extension of qualification delivery to include diploma level training for both local and overseas students.
- Development and introduction of 'Return to Learn' - a program for people who left school at Year Ten and wish to achieve secondary graduation. Return to Learn will also enable people to achieve the West Australian Certificate in Education as well as a valuable vocational qualification in Hospitality.
- Consolidation of partnerships between the College and the Churches of Christ Home and Community Services to implement the delivery of Certificate III in Aged Care in the Yanchep/Two Rocks locality.
- Implementation of a College-wide Professional Development Program for all lecturers with two hours each week specifically set aside in the College timetable to enable staff to attend Professional Development sessions.
- Consolidation and further development of the VET in Schools Program. The College together with local schools, the West Coast Education District Services Centre and Central TAFE will identify needs, share resources and knowledge and develop industry relevant courses.
- The development of the new Hospitality Training Centre will remain a high priority in 2004. This will include the development of the built infrastructure as well as a new industry-driven model of operation.

Development and Commercial Services

Role and Function

In 2003 the Development and Commercial Services Directorate had five key roles.

- 1 Strategic Planning
- 2 Indigenous Support Services
- 3 Professional Development
- 4 Corporate Communications
- 5 Commercial Services
 - Adult Migrant Education Services (AMES)
 - West Coast Training Solutions (WCTS)
 - Lifelong Learning – Adult Community Education (ACE)
 - International Students

Challenges 2003

The diversity of roles within the Directorate proved very challenging in a year impacted by the realignment of TAFEWA. However, that same diversity also presented opportunities for cross-pollination, creative thinking and developing innovative strategies to meet customer needs.

The Strategic Planning branch was faced with the need to redraft the College Plan to more accurately reflect new directions brought about through the part closure of the Carine Campus and the relocation of responsibility for the Balga Campus to Swan TAFE. An interim plan was adopted while comprehensive consultation was undertaken with key stakeholders and customers through focus groups and Master Planning workshops, hosted in conjunction with the Department of Education and Training.

The TAFEWA realignment presented the Commercial Services branch with challenges and opportunities. Other factors such as market forces impacting on projected revenues required a significant review of operations. New business processes were then developed and adopted to lessen external impacts in the future.

Lifelong Learning (Adult Community Education - ACE) undertook a significant review of business operations. The review considered the smaller college revenue base, the enhanced strategic focus

on the North Metropolitan Region and the Government's Strategic Goal of providing Lifelong Learning opportunities for Western Australians. A rationalisation of courses and delivery locations will result in a much stronger focus on anticipating the needs of customers.

Achievements 2003

The Directorate achieved a number of significant milestones during the year.

Indigenous Support Services deployed the Indigenous Services Implementation Plan, effectively a blueprint to guide the College in its provision of VET services for Indigenous people. Actions supporting targets included the establishment of the Indigenous, Education, Employment and Training Council (IEETC). This Council reports directly to the College Governing Council and provides the College with advice on services for Indigenous customers. The IEETC is already making progress in assisting the College to support the local Indigenous community and meeting the Government's strategic goal to enhance the quality of life and wellbeing of all people throughout Western Australia.

Strategic Planning laid the groundwork for the new, five-year Strategic Plan. Guided by the Governing Council, the branch undertook consultation with key stakeholders and staff to ensure the Plan met the needs of our customers and our community and industry partners. The strategic priorities of the College were also aligned with the State Government's Strategic Goals as well as the Minister for Education and Training's Key Priorities for Vocational Education and Training.

Professional Development was proactive in implementing the very successful FLAN (Flexible Learning and Networking), a week-long program to develop the teaching, learning and assessment skills of lecturers.

Other highlights included the completion of two Series Five Toolboxes – 'Virtual Reality' for the Real Estate Industry and 'On Your Guard' for the Security Industry - and the development of two Learnscope projects. These were successful in raising awareness of new VET practices and are planned for implementation in 2004.

Corporate Communications was restructured to better service the information and communication needs of our internal and external customers. There was increased focus on the promotion of training opportunities to all stakeholder and customer groups, supporting the College in building relationships with key stakeholders and media relations. A highlight was the

redevelopment of the College website which will be launched in January 2004.

Lifelong Learning concentrated on supporting the community through the development of new community-based partnerships. The Branch worked in partnership with Satterley and Company and Irene McCormack Catholic College to offer computer courses to residents in the new suburb of Brighton. They also established an email database to provide community residents with relevant and timely course information each term and ascertain future community learning needs and wants.

The Commonwealth Department of Immigration, Multicultural and Indigenous Affairs awarded a five-year contract, estimated at some \$25 million over the period, to AMES to deliver English Language and Citizenship courses in the Perth CBD, Metropolitan Perth and across Western Australia. AMES also won the 2003 Outstanding General Providers Award at the Western Australian Adult Learners Week.

A 2003 highlight for WCTS was winning the Commonwealth Department of Education Science and Technology contract to deliver the Certificate of Academic and Professional English course to Centrelink Clients. WCTS was also the preferred provider to deliver in house training courses for the Department of Defence in 2004 and 2005.

The table below highlights the Directorate's achievements against VET Key Priorities for 2003 and 2004.

Priority

Increasing the number of apprenticeships and traineeships

Key Achievements

WCTS confirmed an agreement to service 24 existing workers and new trainees in the food processing area at Challenge Dairy.

Improving and making an easier transfer between VET and Universities

ACE Students, in ten different computer courses, were able to receive credits towards Award Courses as part of the Department of Education and Training Pathways project

Strengthening the TAFEWA network

AMES was awarded a five year contract – estimated value of some \$25 million – to deliver English Language and Citizenship courses in the Perth CBD, Metropolitan Perth and across Western Australia.

The Commonwealth Department of Education, Science and Technology awarded WCTS contracts to deliver Workplace English Language and Literacy (WELL) training. The contracts are valued at more than \$1 million.

The College, as part of a consortium bid, was the only successful tenderer nationally to win a contract to develop the Training and Assessment Toolbox in 2003 – 2004. The Toolbox is based on the yet to be endorsed training and assessment training package to be released in 2004. The Toolbox will provided an outstanding vehicle to facilitate the uptake of this new qualification for all RTO's nationally.

AMES won the 2003 Outstanding General Providers Award at the Western Australian Adult Learners Week.

Providing better career guidance and preparation for employment

Corporate Communications organised an Interactive Open Day for Schools. Students in Years 10, 11 and 12 had the opportunity to participate in at least three activity sessions in program areas of their choice. More than 300 students attended. As a result of extremely positive feedback from teachers and students two Open Days, with interactive sessions, are scheduled for 2004.

The Year Ahead

On 1 January 2004 the new organisational structure will come into being. In the year ahead this means the relocation of Indigenous Support Services, Professional Development and International Students Branches to the Training Delivery Directorate.

Corporate Communications and the Planning branches will merge to create greater synergies between research, development and communication.

Key projects for Development and Commercial Services planned for 2004 include:

- Develop and implement a Customer Focus Strategy aimed at creating sustainable improvements in our commitment to our customers.
- Develop and implement the 2004 Corporate Communications Plan, of which primary objectives include raising awareness, understanding and support for the College Vision and Strategic Directions.
- Enhance the provision of real time demographic regional and enrolment data to better inform College decision-making.
- Restructure Commercial Service operations to achieve a more integrated approach in the provision of English language and literacy services.

Business Support Services

Role and Function

The primary role of Business Support Services is to manage the financial, human and physical resources necessary for the College to deliver high quality vocational education and training.

To achieve this, the Directorate works closely with internal customers and external stakeholders to provide services across five key areas:

- 1 Financial and Facilities Management
- 2 Human Resource Management
- 3 Student Services Support
- 4 Learning Resource Centre (Library) and Records Management
- 5 Information and Technology Systems, Support and Infrastructure

Challenges 2003

The single most challenging factor in 2003 was the impact of the TAFE realignment. For Business Support Services this meant that while the critical mass of the College, in terms of profile Student Contact Hours (SCH), was reduced by some 50%, the Directorate needed to maintain 100% support for operations with a much reduced resource base.

While the College underwent major restructures of financial, human and physical resources. Business Support Services focused on maintaining a high level of service delivery to our customers. This required staff to look for additional efficiencies, prioritise tasks and review processes.

For Financial Management fine-tuning the budget, to ensure a balance between revenue and expenditure, was a constant priority. The Branch also managed the smooth implementation of a new finance system, with minimal impact on internal customers, while experiencing major transitions in staff.

The Directorate also played a significant role in identifying the need to reduce staffing levels across the College. Human Resources (HR) facilitated the consultative process with staff and the Civil Service Association (CSA).

During the year the College reduced the number of non-lecturing Full Time Equivalents (FTEs) in the organisational structure from

139 to 127. Staff requiring redeployment were provided with one-on-one support to find desirable positions in other agencies across the State Public Sector. While ten unattached staff were successful in finding alternative employment outside the College, either permanently or for part of the year, a further nine staff were placed within the College as staff movement occurred.

With the part closure of the Carine campus the Facilities staff members were kept busy organising and relocating several staff to the Joondalup campus. Coordination of the construction of extra rooms to house the delivery of additional courses at Joondalup was a significant challenge. Excess furniture and equipment from the Carine campus was distributed to other TAFE Colleges and secondary schools in the northern suburbs. This ensured the best possible return on tax dollars and supported the amalgamation of training and education and TAFEWA.

A reduction of 13.09% in energy consumption was achieved which far exceeded the 5% target set by the State Government.

Achievements 2003

The College demonstrated its continuing commitment to all staff by regularly communicating changes, consulting with relevant unions and providing a confidential counseling service through an external consultancy for staff experiencing difficulty brought about by changing circumstances. This was accessed by some 24 staff during the year.

A restructure of Student Services and Lifelong Learning resulted in the establishment of a Call Centre. This enabled efficiency improvements in responding to customer's enquiries, a more comprehensive information and enrolment service to customers, savings in resources and a broadening of staff skills.

A project to introduce an enhanced customer on-line enrolment option was also progressed and is to be implemented through a pilot program early in 2004. This will provide customers with the capability to enrol on-line thus achieving a reduction in transaction costs to both them and the College.

Information Services developed a comprehensive five-year Strategic Plan to ensure the College is positioned to meet current and future technological and IT needs of our customers and staff. This planned approach will maximize the impact of College expenditure in this vital area.

Learning Resources staff collaborated with library staff from the other Colleges and the Department of Education and Training in preparation for the introduction of a new electronic Library

system due to become operational at the start of 2004. At the same time these staff undertook the mammoth task of consolidating most of the Carine Library resources to the Joondalup campus to support the delivery of additional training. Records staff worked with counterparts from across TAFEWA to develop a sector wide Record Keeping Plan for Education and Training, thus meeting the first stage of a State Government priority.

In line with the College Disability Services Plan, the College undertook a greater liaison and communication role with key stakeholders focusing on providing schools with information about support offered by the College for people with disabilities. There was marked increase in the number of students acknowledging a disability in their enrolment information. The College has maintained and initiated new services for this customer group.

A key initiative in 2003 was a pilot mentoring program. Students with learning disabilities had the opportunity to participate in a

Call Centre training course. Of the 10 participants, seven students went on to either employment or further training.

Business Support Services worked diligently to address the Minister's Key priorities for the VET in Western Australia. Of particular relevance to the Division is the priority to strengthen the TAFEWA network and ensure shared service arrangements direct a greater proportion of funding to programs and services for students.

The table below highlights achievements against these priorities.

Priority

Strengthening the TAFEWA Network

Achievement

The College provided strong support for the Corporate Services Directors network, Finance Directors and Managers Forum, IS Managers network, HR Managers network and Librarians network. These groups aim to improve the consistency of policies and procedures across the TAFEWA Network and to seek savings through the sharing of resources where possible. A valuable initiative during 2003 was the approach to the management of student debt.

A new Finance System was introduced midway through the year. The system enabled the College to create greater synergies with other financial systems in the TAFEWA network as well as streamlining internal processes. It was a credit to all involved that the new system was implemented on time, without inconvenience to the rest of the College and at a time when resources within the Finance branch were already stretched.

The Learning Resource Centre worked hard to prepare for the implementation of a new Library Management and Electronic Document System. These will improve the management, administration and delivery of information to students and staff across the 35 Libraries in the TAFEWA network.

The Human Resource branch worked towards the introduction of a new electronic self-service package to allow staff to lodge leave applications on-line and look up entitlements and their employment history. This will eliminate unnecessary duplication and is in line with recommendations from the Functional Review Implementation Team. It will also provide managers with real time HR data to strengthen College decision making.

Supporting Jobs Growth

The Disability Services Branch undertook a pilot training program for students with disabilities. These students were offered the opportunity to participate in a Call Centre training course. Of the ten students who participated seven went on to either further training or employment.

The Year Ahead

Whilst the Division will undertake numerous initiatives key projects planned for 2004 include:

- Implementation of a staff induction package, to be published on the College intranet website. This will improve access to the most up to date information and reduce costs associated with inducting new staff.
- Development and implementation of a Student Portal, on-line enrolment option and electronic access by students to their results. Students and prospective students will have more flexible access to information and deliver reduced transaction costs for the student and College.
- Implementation of TAFE Plus – a service linking students with potential employment opportunities. Graduating students will have enhanced access to support during job seeking.
- Development and implementation of a staff mentoring system. The ongoing development of our staff through the sharing of expertise and access to expanded networks will assist in career development and job satisfaction.
- A comprehensive review of the College Risk Management Plan as a strategic priority. The College is serious about ensuring uninterrupted services to students and internal customers and will focus on developing plans that deliver a continuity of services so far as is practicably possible.
- Completion and implementation of the College Workforce Plan. It is a Government priority that agencies position themselves for changes in the workforce so as to ensure the seamless provision of service to the community. TAFE has an ageing staff population and is operating in an environment of constant and rapid change and must put in place strategies to manage change from an HR perspective.

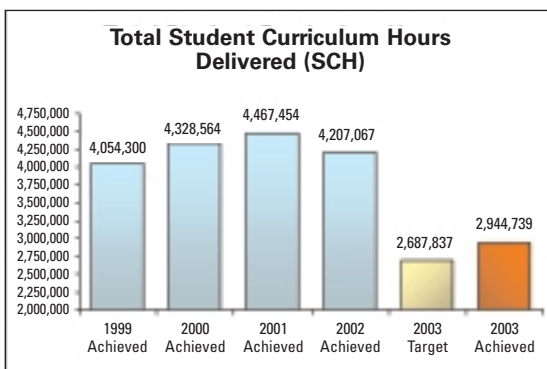
Output Measures

The following output measures are reported in the College's Annual Report in accordance with Treasurer's Instruction 904. The measures are consistent with those contained in the Consolidated Fund Expenditure Estimates for the WA Department of Education and Training. The College Executive set the College targets for 2003. The College achievements for 2003 are derived from data at 20 February 2004.

The substantial reduction in Student Curriculum Hours (SCH) compared to 2002 is the result of the TAFE re-alignment in which the Balga Campus became a part of Swan TAFE.

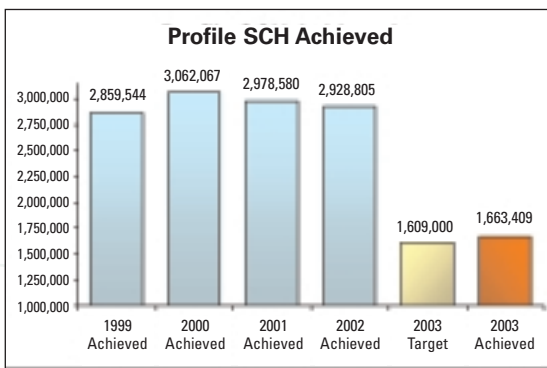
Quantity

Table – Total Student Curriculum Hours Delivered (SCH)



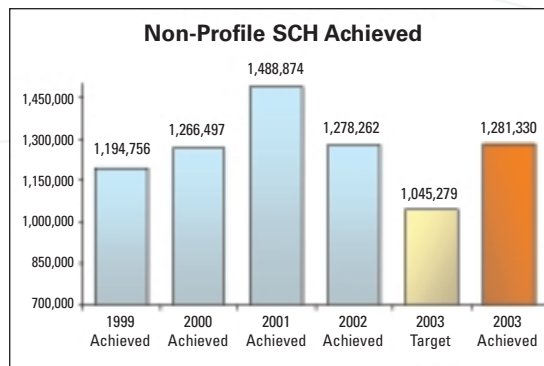
The differential increase in Student Curriculum Hours (SCH) between the 2003 target and the 2003 achieved is in part the result of the College achieving 103.4% profile against the Delivery Performance Agreement (DPA) and the delivery of more SCH in the College commercial services area.

Table – Profile SCH Achieved



The 103.4% profile achievement, which accounts for the differential between the target and the achieved SCH reflects the increased demand for training from the growing population in the region.

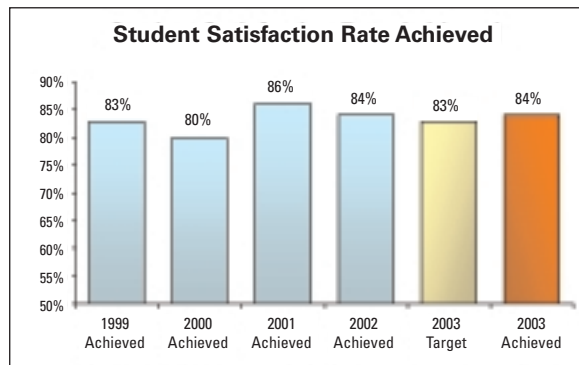
Table – Non-Profile SCH Achieved



The non-profile area consists of activities related to the Adult Migrant Education Service (AMES) programs, Adult Community Education (ACE) delivery, tendered courses and commercial courses. The achievements for 2003 exceeded all targets set for the period. The impact of the TAFE re-alignment made it difficult to predict a target for non-profile SCH which was subsequently significantly underestimated.

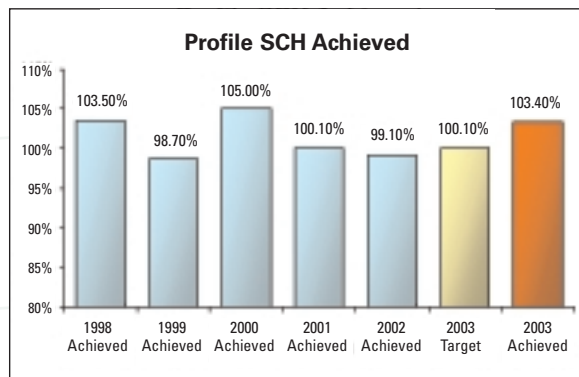
Quality

Table – Student Satisfaction Rate Achieved



The Western Australian Department of Education and Training contracted Market Equity to conduct the Student Satisfaction Survey on behalf of the Colleges. The achieved rate of 84% for 2003 is a slight improvement on the target set at 83%. The target for 2003 was set slightly lower than the target for 2002 to account for the impact of the TAFE re-alignment.

Table – Profile SCH Achieved



This measure provides the percentage of SCH achieved over the funded (DPA) SCH. The College achieved 103.4% which significantly exceeds the target set for the period and is notably higher than the 2002 achievement.

Successful Training Outputs (Module Load Output Rates)

The Module Load Completion Rate (MLCR) measures the successful completion of each module whereas the Module Load Output Rate (MLOR) includes students who withdrew from the module but successfully gained employment related to their field of study. The College has exceeded most of the 2003 Benchmark levels.

Table - Module Load Output Rate Trends

WADET Industry Group Description	1999 MLOR Achieved	2000 MLOR Achieved	2001 MLOR Achieved	2002 MLOR Achieved	2003 MLOR Benchmark	2003 MLOR Achieved
01A Recreational Sports & Entertainment	76.8%	80.6%	78.1%	84.8%	74%	74.1%
01B Visual and Performing Arts	77.1%	76.5%	79.0%	84.4%		
01C Design						
02A Automotive	100.0%	97.3%	86.7%	100.0%		
03A Building & Construction	82.4%	72.5%	77.9%	79.9%		
03B Surveying and Building	81.1%	77.6%	72.4%	76.1%		
04A Community Service Workers	86.3%	80.4%	82.3%	86.3%	80%	78.6%
04B Education and Childcare	75.7%	73.7%	74.5%	79.4%	71%	76.5%
04C Health	90.1%	90.7%	86.3%	91.6%	80%	83.5%
04D Library Workers						
05A Finance Property Service Workers	92.9%	86.3%	78.5%	82.5%	71%	95.3%
06A Food Trades and Processing	92.3%	87.5%	79.9%	87.8%	79%	73.5%
07A Clothing Footwear and Soft Furnishings	88.4%	69.9%	72.0%	82.3%	60%	100.0%
07B Furniture Manufacture	77.9%	73.9%	77.5%	74.6%		
08A Communications						
08B Printing & Publishing	38.7%	47.8%				
09A Engineering and Drafting	82.6%	81.9%	70.0%			
09B Metal and Mining	91.4%	84.2%	79.7%	70.8%		
10A Animal Care						
10B Forestry, Farming and Landcare						50.6%
10C Fishing						
10D Horticulture	67.9%	64.6%	86.0%	100.0%		
11A Process Manufacturing						
12A Personal Services (Hairdressing)	85.7%	74.1%	72.7%	83.0%	79%	89.8%
12B Retail	89.0%	81.1%	73.2%	64.5%	73%	64.0%
13A Cooking	67.0%	70.1%	68.5%	75.6%	69%	76.1%
13B Hospitality	75.8%	78.6%	72.0%	68.6%	75%	72.0%
13C Tourism	60.3%	74.9%	82.4%	76.2%	65%	79.7%
13D Travel Agents	92.9%					
14A Transport Trades, Storage and Associated Trades	95.6%	62.8%	74.6%	53.2%	60%	100.0%
15A Electrical and Electronic Engineering	56.9%	57.0%	56.6%	62.8%		
15B Electrical Trades	84.9%	79.6%	85.3%	82.3%		
16A Accounting and Other Business Services	63.0%	67.8%	56.9%	61.1%	70%	56.6%
16B Management	62.2%	63.4%	65.8%	73.5%	65%	66.1%
16C Office and Clerical	59.1%	65.9%	76.3%	75.9%	64%	68.6%
17A Computing	59.4%	64.3%	69.2%	62.9%	67%	59.5%
18A Science and Technical Workers	61.7%	59.3%	64.7%	70.1%		64.0%
19A Adult Community Education						
19B Adult Literacy/ESL	28.3%	33.9%	39.3%	36.7%	41%	59.9%
19C Languages	69.5%	72.8%	71.1%	69.0%		
19D Miscellaneous	55.8%	50.6%	61.0%	48.0%	60%	77.4%
19E Targeted Access & Participation Courses	62.7%	60.0%	76.9%	70.8%	75%	83.0%

Timeliness

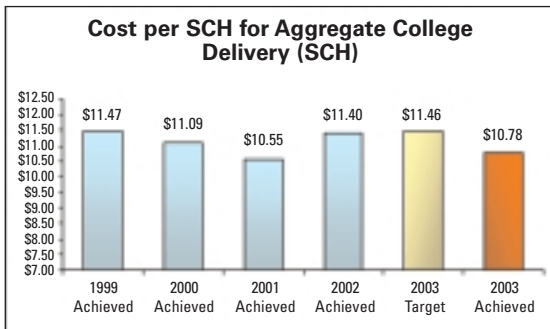
Table-Timeliness: Receipt and Sign off of DPA

1999 Achieved	2000 Achieved	2001 Achieved	2002 Achieved	2003 Target	2003 Achieved
January 2000	February 2001	December 2001	December 2002	December 2003	December 2003

The Delivery and Performance Agreement was submitted to the Department of Education and Training in accordance with the target.

Cost

Table - Cost per SCH for Aggregate College Delivery (SCH)



The cost per SCH for aggregate College delivery for 2003 was \$10.78. The cost does not include the capital user charge.

Corporate Governance

Governing Council

Functions

The Governing Council is the governing body of the College. It has the authority to perform the functions of the College and govern its operations and affairs as set out in the Vocational Education and Training Act 1996. The Council is responsible for the development and implementation of strategic and management plans and has four strategic functions:

- (a) Prepare a College Training Profile for the approval of the Minister as and when required by the Minister.
- (b) Develop and implement strategic and management plans for the College.
- (c) Ensure the College courses, programs and services are responsive to, and meet, the needs of students, industry and community.
- (d) Ensure that the College's commitments under its' Resource Agreement and any other contractual agreement are met.

Membership

Membership of the Council is by Ministerial appointment. The Governing Council is to consist of a Chairperson and a Deputy Chairperson and not less than 6 or more than 10 other members appointed by the Minister and the Managing Director for the time being of the College. Governing Council appointments are based on experience and expertise in education and training, industry or community affairs and ability to contribute to the strategic direction of the College.

Changes in Council Composition

The composition of the Council changed during the reporting period. Dr John Bollig and Superintendent Ian Calderwood resigned after two years of service on the Council. Professor Leonie Still and Mr Keith Lingard retired from the council at the

end of their Terms of Appointment. Mr Royce Standish resigned from the Council upon his retirement from the State Public Service. Mrs Sue Slavin was appointed to the Council in her role as the Acting Managing Director of the College.

Four new appointments made to the Council included Ms Susan Ash, Mr Wayne Carroll, Ms Theresa Lovett and Ms Jackie McKiernan. Due to relocation Ms Ash and Ms Lovett have been unable to take up their appointments.

Membership Summary

Professor Leonie Still is the Director of the Centre for Women and Business and a Professorial Fellow in the Graduate School of Management (UWA). Her working experience covers manufacturing, retailing, Commonwealth and State Public Service and academia.

Mr Angus Slater is the Director of Engineering for Channel 9 Perth. He holds qualifications in electronic engineering and business management. With more than thirty years experience in radio and television broadcasting, Mr Slater is also an accomplished teacher, and a technical consultant to a number of training organisations including community broadcasters.

Mr Brian Kaye is a West Coast College staff member. He has 32 years experience in education and training as a high school teacher and lecturer. Mr Kaye is currently IT Team Leader at Joondalup Campus and a union representative.

Mr Keith Lingard is a Fellow of the Institute of Chartered Accountants. Mr Lingard's experience, locally and internationally, includes significant expertise in the provision of external and internal auditing and due diligence consulting assignments for both the public and private sectors.

Ms Janice Stewart is the CEO of the Lotteries Commission; Ms Stewart is responsible for the management of the Commission's lottery business, which has a \$455 million turnover, as well as overseeing its community funding which now totals over \$134 million annually. Ms Stewart chairs the Asia Pacific Lottery Association and has broad involvement in a range of community activities.

Superintendent Ian Calderwood was a member of the British South Africa Police, Rhodesia (now Zimbabwe) from 1967 to 1973. He served in various parts of the country as a police officer and towards the latter part of the service period his role was almost exclusively in anti-terrorist operations. Superintendent Calderwood has been a member of the WA Police Service since

1973 and was awarded an Australian Police Medal for distinguished service in 1991.

Brother Geoffrey Seaman was a primary and secondary school teacher, including School Principal from 1965-1967 and 1978-1984. From 1994-1997 he was a teacher of English to non-English speaking adults. Currently, Brother Seaman is coordinator of the Migrant and Refugee Committee of the St Vincent de Paul Society (WA).

Ms Oriel Green is an Aboriginal community representative and in 1995 was selected as Aboriginal of the Year during NAIDOC Week. In 1999 Ms Green was inducted into the Aboriginal Hall of Fame at the WA Department of Education.

Ms Jackie McKiernan has actively campaigned for education, consumer advocacy and children's issues since her arrival in Australia in the 1970s. As the MLA for Joondalup (1983-1989) and Wanneroo (1989-1993) Ms McKiernan was involved in an important period of social and economic development in the region.

Mr Wayne Carroll is the General Manager of The Joondalup Resort. Mr Carroll has many years of experience in all facets of the hospitality industry, including service delivery and management. Mr Carroll has been an active member on a number of boards and committees including the Chamber of Commerce for both Albany and Fremantle.

Mr Royce Standish, was appointed Managing Director at West Coast College in June 2002. Prior to this he was Managing Director at Midland TAFE. Mr Standish has extensive experience in higher education, having spent many years working on projects in all aspects of education policy and planning.

Mrs Sue Slavin was appointed to Acting Managing Director of West Coast College of TAFE in June 2003. Prior to this Mrs Slavin was a General Manager at Challenger TAFE. Mrs Slavin has a wealth of experience in education and training and business management and is committed to contributing to social and economic development through the delivery of high quality education and training.

Accountability and Transparency

The Accountable Authority for West Coast College of TAFE is the Governing Council. Members are expected to act honestly and to exercise due diligence in managing the business of the College. The Council has independence to determine policies and activities subject to the provisions made in the Vocational

Education and Training Act 1996 and other Statute Law. The Council conducted seven meetings during the calendar year. All documentation produced by the Council is transparent and forms part of public record in compliance with provisions of the General Retention and Disposal Schedules, established by the Public Records Office of the State Archives Western Australia.

Behaviour and Ethics

The Governing Council places the highest value on ethical behaviour. It is guided by the Codes of Conduct and Ethics (3.10.2) outlined in the 'Guide for TAFE College Governing Councils' and 'West Coast College of TAFE Code of Conduct'. The adoption and application of the Governing Council codes and ethics reflects the College's commitment to honesty and integrity in all of its dealings.

Risk Management

The Governing Council meets legislative and business requirements by progressively developing and reviewing risk management policies in accordance with Treasury Instruction 825.

A draft Risk Management Manual was raised during the year and is being reviewed to incorporate College restructures in 2003. During the year RiskCover worked with the College to provide a new computerised system to record and track identified risks, which will be instituted in 2004. This will assist the College with the ongoing review and create more efficient communication and reporting of risks. A complete review of risk management processes and procedures will be undertaken early in 2004.

Conflict of Interest and Pecuniary Interest

The Council operates in accordance with the protocol for conflict of interest outlined in the 'Guide for TAFE College Governing Councils'. While acting in the capacity of council member, council members place public interest above personal interest. A member, who has a material personal interest in a matter being considered discloses this to the Council, is not present at the discussion of the matter and does not vote on the matter. This includes any case where a member or associated entity may benefit from the Council's decision. There was no conflict of interest reported during 2003.

Corporate Governance and Compliance

HUMAN RESOURCE MANAGEMENT

Public Sector Standards and Ethical Codes

The College is committed to ensuring compliance and 'best practice' requirements of the Public Sector Standard in Human Resource Management, the Public Sector Code of Ethics and the College's Code of Conduct.

Human Resources (HR) policies and procedures are regularly renewed and updated to ensure compliance with Public Sector Standards. During the reporting period the College received one request for review against the Public Sector Human Resource Standards. An external independent consultant reviewed the claim and determined there was no breach. No further action was taken by the claimant.

All staff have access to HR policies and procedures - including policies that relate to recruitment, selection and appointment, transfer, secondment, temporary deployment and grievance resolution – through the College Intranet and via email communication from the HR Branch.

Maintaining awareness of the Public Sector Standards and Code of Conduct is achieved through discussion at staff meetings, email communication and the College Intranet. Briefings for staff in the Code of Conduct and Ethics take place through the College's staff development program and induction. A review of the College Code of Conduct was undertaken in the latter part of 2003 to reflect changes resulting from the introduction of the Public Interest Disclosure Act 2003.

Staffing

A substantial organisational restructure as a result of the TAFE realignment impacted on the number of full time equivalents (FTE's) and people reported for Carine and Balga Campuses. The Balga Campus now operates under Swan TAFE.

Equal Employment Opportunity, Equity, Access and Diversity

The College continues to address the Government's priority to enhance diversity within the Public Sector. During the reporting period the College met its obligations under equity based legislative and public sector management requirements. Developing an understanding and appreciation of cultural diversity and ethics is achieved through staff development training.

There have been no formal equity complaints registered for the College in 2003. The Equity and Diversity data is accurate to the extent that it is not compulsory for staff to indicate their disability or ethnicity on being employed by the College. There are staff who have disabilities and/or come from culturally diverse backgrounds but either do not meet the reporting requirements or choose to not report against these criteria. As a result there may be under reporting against these indices.

As the College staff numbers have significantly contracted during the reporting period resulting from significant downsizing the capacity to change the equity index is limited.

	Administration				Program Delivery				Total			
	PEOPLE		FTE		PEOPLE		FTE		PEOPLE		FTE	
	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002	2003
Balga	15	-	13.2	-	141	-	132.45	-	156	-	145.65	-
Carine	5	-	4.8	-	59	34	54.78	30.9	64	34	59.58	30.9
Joondalup	16	16	15.71	15.4	86	102	75.94	88.18	102	118	91.65	103.58
Directorate	79	75	76.3	68.1	-	-	-	-	79	75	76.3	68.1
West Coast AMES	22	19	19.24	16.17	41	41	33.57	35.62	63	60	52.81	51.79
West Coast Commercial	22	10	20.2	9.5	53	52	44.91	43.45	75	62	65.11	52.95
Total	159	120	149.45	109.17	380	229	341.95	198.15	539	349	491.1	307.32

Table - Equity and Diversity Table

Employment Type	All Staff		People from Culturally Diverse backgrounds		Indigenous Australians		People with Disabilities	
	Female	Male	Female	Male	Female	Male	Female	Male
Permanent Full-time	36%	24%	2%	2%	0%	0.3%	0.3%	0.3%
Permanent Fractional	22%	2%	1%	0.3%	0%	0%	0%	0.3%
Contract Full-time	6%	4%	0.3%	2%	0%	0%	0%	0%
Contract Fractional	5%	1%	0%	0%	0%	0%	0.3%	0%

Note: Data is as at 30 December 2003. Since then there has been a continuing conversion of contract staff to permanent status as per the Government Premier's Circular 2002/17.

Table - Access and Equity - West Coast College of TAFE Employee Profile

Diversity Group	WA population Statistics (1996 & 98) ²	Australian Public Service 2003	WA Public Sector 2003 ⁴	West Coast College December 2003
Indigenous Australians	3.3%	2.4%	2.4%	0.3%
People from Culturally Diverse Backgrounds	11.8%	9.4%	6.0%	7.8%
People with Disabilities ⁵	17%	1.4%	1.4%	1.2%
Women WA Public Sector ⁶			63%	69%

NOTE:
 Description: Proportion of people in Diversity groups in the Western Australian population, Australian Public Service and Western Australian Public Sector.
 Source: ¹ Western Australian population – Social and Housing Characteristics for Statistical Local Areas WA.
² ABS 2001 Catalogue 2015.5; Disability, Ageing and Careers, ABS 1998 Catalogue 4430.0.
³ Australian Public Service - State of the Service Report 2002–2003.
⁴ Director of Equal Opportunity in Public Employment – Annual Report 2002-2003.
⁵ Equity and Diversity Plan 2001-2005, 2nd Progress Report, Office of Equal Employment Opportunity.
⁶ Agency EEO Yearly Reports

The Equal Opportunity and Diversity Data in relation to the Western Australian public service and College data was obtained from the College's human resource database and from the Profile of the Western Australia State Government Workforce – June 2003 publication under the Human Resource Minimum Obligatory Information reporting requirements.

Table - Equal Opportunity and Diversity Data

	Public Service 2002 ²	West Coast College 2002	Public Service 2003 ¹	West Coast College 2003
All Employees - Female	62.00%	60.70%	63%	69%
Female above Level 7 \$70,356	23.60%	23.50%	7.3%	1.2%
Female in Management – Tier 1	20.00%	0.00%	1.3%	0.3%
Female in Management – Tier 2	33.00%	25.00%	.6%	0.3%
Female in Management – Tier 3	32.00%	50.00%	2.1%	0.6%
People from Culturally Diverse Backgrounds	4.80%	8.60%	6.0%	7.8%
Indigenous Australians	2.20%	0.30%	2.4%	0.3%
People with Disabilities	1.20%	1.00%	1.4%	1.2%

Note: ¹ Profile of the Western Australia State Government Workforce – June 2003. ² Profile of the Western Australia State Government Workforce – June 2002

Occupational Safety and Health

West Coast College of TAFE continues to comply with the requirements of the Occupational Safety and Health Act 1984.

The College remains committed to the reduction in workplace injuries and incidents. The College has increased the number of Workplace Health and Safety Representatives from 5 to 8 in 2003. The evacuation procedures were updated and feedback received from evacuation drill practice. Safety audits were conducted in most delivery areas with discussion and feedback to managers.

There were 18 accidents/incidents recorded during 2003, 12 of these involved students and the remaining 6 were staff members. 12 people required medical attention, of these 7 required assistance from College first aid officers and 5 received treatment elsewhere.

The reduction, from 42 accidents in 2002, is largely a result of the reduction in the size of the College, in particular the move of Balga Campus to Swan TAFE.

Occupational Safety and Health Performance Indicators 2002 - 2003. Workers Compensation Results

Factor	2002	2003
No of Compensation Claims	11	7
No of Estimated Days Lost	351.6	115
Average No of Estimated days lost	32	16.43
Rehabilitation Success Rate	100%	Nil
Premium	\$172,709	\$152,375

Sources: RiskCover Performance Worksheet 2002/03, RiskCover active claims by agency report 15 Dec 03, Finance Records.

COMMITMENT TO CUSTOMERS

Customer Focus

The College has a strong commitment to its customers and regularly reviews its customer focus initiatives. Customers are regularly surveyed to ascertain their satisfaction with the service provided by the College. In 2003 more than 7,000 students were surveyed.

In 2003 the College updated and promoted its Customer Service Charter. To better inform students about the type of service they can expect from the College, the Customer Service Charter is also placed prominently in the Student Diary, provided to every enrolled student.

During the latter half of the reporting period a major review of customer needs and services were implemented. Four main groups of customers was identified:

- Industry and Business
- Community
- Existing and Potential Students
- Government, Local, State and Federal

Subsequent to the review the College embarked on the development of a customer service strategy. This is in the early planning stages, it is expected that a final strategy will be completed by April 2004.

The strategy will assist the College to maintain and monitor existing customer focus points, identify gaps in addressing customer needs and introduce new services to meet those needs.

Evaluation of Programs

The College met its obligations under the Vocational Education and Training Act 1996 and managed resources in accordance with the Delivery and Performance Agreement entered into with the Department of Education and Training. In keeping with College Policy, clients have been continually surveyed through the internal Unit Evaluation Survey. This is supplementary to the State Student Survey undertaken by the Department of Education and Training. The Unit Evaluation Survey obtains direct feedback from customers and in 2003 more than 7500 students were surveyed.

CUSTOMER GROUP OUTCOMES

Disability Services

West Coast College is committed to providing a quality service for students with disabilities, in line with the College's community focus and the legal requirements of the Disability Discrimination Act (1993) and Western Australian Equal Opportunity Amendment Act (1998).

Disability Services have been involved in a number of working groups and steering committees both Departmental and Non-Government representing the needs of students with disabilities and West Coast College of TAFE. These groups included the Post Secondary Disability Support Network, the 'Australians Working Together' Working Group and the Disability Reference and Implementation Group. Membership of these groups has ensured that the needs of students at West Coast College remain high on the agenda at a strategic level.

In order to provide a quality service within budgetary constraints tutorial services for students with disabilities were centralised in 2003 and a 'Student Resource Centre' was created. This Centre has been successful in meeting the needs of students with disabilities. It has also proved to be a more cost effective way of meeting the needs of some students. Budgetary savings has allowed Disability Services to improve the accessibility of computer resources in the Library through the purchase of 15 large screen computers.

During the year 348 students enrolled at the College who acknowledged a disability, of which 181 are female and 167 are male. All students who acknowledged a disability were seen by the Disability Services Support Branch and 189 received ongoing support.

Disabilities Services has continued to employ strategies that will encourage the retention of students with disabilities. There was an increase in the number of students with disabilities who graduated in 2003.

Cultural Diversity and Language Services

West Coast College of TAFE is committed to providing equitable access to all customers.

To assist clients whose level of English may be a barrier to accessing the College information where required, the College uses an interpreter service.

Additionally, the College delivers the Adult Migrant Education Program through the College's Adult Migrant Education Service (AMES). English language training is an integral part of the settlement service AMES provides for newly arrived migrants. West Coast College of TAFE is the biggest provider of English Language and Literacy Services in Western Australia.

Other language services provided by the College include:

- Language and literacy training for unemployed people
- Workplace English language and literacy training for employees who need to improve literacy skills.

The Joondalup Campus also has a learning support unit. Part of the responsibility of this Unit is to provide support to people whose language and literacy skills are below the level required to confidently understand course requirements.

Youth Outcomes

Supporting young people by increasing opportunities for VET is a key priority for the College.

Traditionally the VET in Schools program is delivered to Years 11 and 12 students. However, recent research indicates there is substantial number of students at educational risk who leave formal education before they are able to access VET opportunities. In response to this trend, and in collaboration with the West Coast Education District Services, the College developed Stepping Up, a program designed to assist Years Nine and Ten students at educational risk develop ideas about and interests in training and career options.

Other initiatives for youth included the development of the Help in Pregnancy (HIP) program, which aims to give pregnant teenagers better education and training opportunities during their pregnancy while also assisting them develop skills in antenatal care and parenting.

Another key achievement was the pilot program for Year Ten school-based Indigenous Traineeship undertaken in partnership with the West Coast Education District Services and the South Metro Youth Link. This program was highly successful with 15 of the 17 students graduating in Certificate One Workplace Readiness. All graduates have progressed to either a further traineeship, employment or elected to remain at school.

Schools Liaison

During 2003 the College delivered a Schools Liaison Program. The College visited more than 21 schools in the region. The program provided guidance on a range of learning options available at West Coast College to more than 3,300 students and parents of students.

Other initiatives to inform customers about the range of training options and pathways available at West Coast College include participation at the Careers and Training Expo in August 2003. The College also provided customised tours of the Campus for school groups in the West Coast catchment area and a successful, interactive 'Open Day' for local schools.

PRICING AND CONTRACTS

Pricing

As a statutory authority and publicly funded provider of Profile Vocational Education and Training, West Coast College of TAFE adheres to policy guidelines contained in the in 'Fees and

Charges' Policy Guidelines for Publicly Funded RTO's and Programs' published by the Western Australian Department of Education and Training.

Resource Fees are set by the College to cover materials to be consumed or transformed by students in the course of instruction. The resource fee also covers Internet charges and other services utilised by the students in the course of instruction.

Fee for Service courses are priced on a commercial basis.

Government Purchasing

During 2003, West Coast College has continued to ensure that purchasing efforts comply with State Supply Commission Policies and Guidelines. The Governing Council is regularly presented with the details of all contracts and agreements formed between the College and other agencies.

The College has placed a greater emphasis on regulating the purchasing process by increasing communication to all West Coast College staff about Government Purchasing Processes and related guidelines.

Purchases are limited to the strategic priorities and needs of the College. Increasing the utilisation of Common Use Contracts and recognising the pecuniary impact of low cost-high use items has supported the objective of keeping purchases in line with College needs.

The College has also maintained a close professional alliance with the Department of Treasury and Finance's (DTF) Procurement Team, which keeps the College at the forefront of new procurement related information. In collaboration with the DTF Procurement Team the College undertook a significant new contract to purchase PCs.

By maintaining these initiatives in 2004, the College expects to achieve greater savings on goods and services.

Interests in Contracts

Mr Keith Lingard, a member of the Governing Council, is a partner in Messrs Stanton and Partners who have been appointed to provide internal audits and management advice to the College. The appointment of Stanton and Partners was made through the official public tender process conducted by the Department of Industry and Technology, Housing and Works, and was based on a value-for-money assessment. The contract expiry date is 31 December 2003. No other senior officers are known to have any interest in any current or proposed contract within the College.

ENERGY AND RECYCLING POLICES

Energy Smart

In accordance with the Energy Smart Government Policy West Coast College of TAFE has committed to achieving a 12% reduction in non-transport related energy use by 2006/07 with a 5% reduction targeted for 2002/03. The College achieved a 13.09% reduction in 2002/2003 based on the Office of Energies base line comparison.

Energy Smart

Government Program	Baseline	2002/2003	Variation %
Energy			
Consumption (MJ)	14,452	12,638	13.09%
Energy Cost (\$)	420,583	386,619	
Greenhouse			
Gas Emissions			
(tonnes of CO2)	3,098	2,801	
Performance Indicators			
MJ/sqm	0.54	0.47	
MJ/students full-time	2.02	1.75	

(The actual PI varies depending on agency focus)

Day to day strategies at both Joondalup and Carine include the monitoring and adjusting of the Energy Management System to the opening and closing of the Campus including holidays and long weekends. "Turn off before you take off" stickers have been placed around the campuses.

The College has undertaken to establish an Energy Management team, which will include staff from a cross section of the College, to develop strategies that can help the College save on energy usage and the costs incurred.

LEGISLATION

Enabling Legislation

West Coast College of TAFE – previously the North Metropolitan College - was established under the Vocational Education and Training Act 1996.

Legislation Impacting on the College

In the performance of its functions the College complies with the following:

- Electoral Act 1907
- Industrial Relations Act 1979
- Worker's Compensation and Rehabilitation Act 1981
- Occupational Safety and Health Act 1984
- Equal Opportunity Act 1984
- Financial Administration and Audit Act 1985
- Government Employees Superannuation Act 1987
- State Supply Commission Act 1991
- Disability Services Act 1993
- Workplace Agreement Act 1993
- Minimum Conditions of Employment Act 1993
- Public Sector Management Act 1994
- State Records Act 2000
- Public and Bank Holidays Act 1972
- Training Guarantee (Administration) Act 1990
- Copyright Act 1968
- Trade Practices Act 1974
- Labour Relations Reform Act 2002
- Vocational Education and Training Act 1996
- Freedom of Information Act 1992

Information Statement

The College has an Information Statement, which details College functions; organisational structure; how to make an FOI application; access to personal information; the types of information held by the College and the types of information available for public access. The Information Statement includes details about fees associated with FOI applications. An FOI request may be required where a person is seeking information of a personal or organisational nature.

FOI applications should be made through the FOI Coordinator located in Records Management at the Joondalup campus. There were no FOI requests during the reporting period.

Publications

A Corporate Communications Plan guided the College's communication with stakeholders and customers in 2003. The plan aimed to:

- Better communicate VET opportunities and achieve effective, accurate and timely promotion of West Coast College of TAFE products and services.
- Clearly communicate the role, directions and achievements of the College.
- Achieve optimum level of positive publicity for TAFEWA through College promotional activities.
- Satisfy communication compliance requirements.

To achieve these outcomes the College produced a range of publications examples of which are listed below.

- Annual Report 2002
- Course Information, Brochures and Lists
- College Student Diary – which includes Customer Service Charter, policies and by laws, general information about College services and fees and charges.
- Website – a comprehensive guide to products, services and functional information.
- Promotional and informative flyers, advertisements and brochures about courses and services
- Industry and staff newsletters

Media statements were also systematically issued to raise awareness, among stakeholders and customers, of training opportunities provided by the College.

Trade Practices Act

In 2003 there were no reported breaches of the Trade Practices Act within the College. The College has been actively engaged in the promotion of the Act to all Managers and Directors.

Electoral Act

Pursuant to the requirements of section 175ZE of the Electoral Act 1907 the following expenditures were incurred by or on behalf of the College as shown in the table below.

Expenditure for Advertising and Media Organisations

Class of Organisation	Total Expenditure in 2003	Amounts were paid to the following organisations
Advertising Agencies	\$215,967.82	MarketForce Productions Media Decisions
Media Advertising Agencies	\$10,741.00	Curtin Print & Design Yellow Pages Western Studio Productions Stirling Business Association Wanneroo Business Association
Market Research	Nil	
Polling	Nil	
Direct Mail	\$4,069.21	Community Newspapers



JACKIE MCKIERNAN
Governing Council Chair
Dated 26 February 2004



SUE A SLAVIN
Acting Managing Director
(Member Governing Council)
26 February 2004

Key Performance Indicators

Certification of Performance Indicators For the Year Ending 31 December 2003

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the West Coast College of TAFE's performance, and fairly represent the performance of the West Coast College of TAFE for the financial year ended 31 December 2003.



JACKIE MCKIERNAN
Governing Council Chair
Dated 26 February 2004



SUE A SLAVIN
Acting Managing Director
(Member Governing Council)
26 February 2004



AUDITOR GENERAL

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

WEST COAST COLLEGE OF TAFE PERFORMANCE INDICATORS FOR THE YEAR ENDED DECEMBER 31, 2003

Audit Opinion

In my opinion, the key effectiveness and efficiency performance indicators of the West Coast College of TAFE are relevant and appropriate to help users assess the College's performance and fairly represent the indicated performance for the year ended December 31, 2003.

Scope

The Governing Council's Role

The Governing Council is responsible for developing and maintaining proper records and systems for preparing performance indicators.

The performance indicators consist of key indicators of effectiveness and efficiency.

Summary of my Role

As required by the Financial Administration and Audit Act 1985, I have independently audited the performance indicators to express an opinion on them. This was done by looking at a sample of the evidence.

An audit does not guarantee that every amount and disclosure in the performance indicators is error free, nor does it examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the performance indicators.

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

D D R PEARSON
AUDITOR GENERAL
April 8, 2004

Key Performance Indicators

Desired Outcome

The provision of Vocational Education and Training services to meet community and industry training needs.

West College of TAFE has developed key performance indicators to report on profile (state funded as prescribed in the Delivery and Performance Agreement) and non-profile (self-supporting) activities.

1. EFFECTIVENESS INDICATORS

The effectiveness indicators measure student and graduate satisfaction, labour force status and, delivery of profile and non-profile activities. In 2003, three major student surveys were conducted to provide information on student and graduate satisfaction levels.

Student Satisfaction Survey

The student satisfaction survey was conducted by Market Equity on behalf of the Western Australian Department of Education and Training in September 2003, with the summary of results being available in the publication, '2003 Student Satisfaction Survey', TAFEWA West Coast, November 2003. The survey measured:

- students' perception of training delivery,
- quality of assessment in their courses,
- the TAFE and College experience,
- the learning environment, and the appropriateness of facilities.

Students that had undertaken a course of study in either semester one or semester two 2003 were eligible to participate in the survey. Eligible students included a range of employer-based and institution-based students, studying either at TAFE or a publicly funded private training provider in Western Australia.

The sampling approach employed in the survey was a two stage mailing process that provided multiple opportunities to collect a 'representative' sample by Western Australian Department of Education and Training (WADET) Industry group. The sample sizes were boosted to diminish the probability of error. A limited telephone follow-up was used to target difficult to reach WADET Industry groups. An online survey was also developed and emailed to students using the Australian Vocational Education and Training Management Information Statistical Standard (AVETMISS) data.

The survey data was weighted to ensure that the final survey data represented the population as a whole. Survey data was adjusted to reflect the proportions of students by College:

- WADET Industry group
- Institution-based
- Employer-based classifications.

The student satisfaction performance indicator compares the number of very satisfied respondents with those who are satisfied, which is expressed as a proportion of the total survey respondents.

	Institution-based students (IBS)	Employment-based students (EBS)
Pop. usable	3,539	182
Individual students contacted	3,498	182
Sample Achieved	1,005	29
% of students responding	29%	16%

Overall sample error 2.1%

Student Outcomes Survey

The National Centre for Vocational Education Research (NCVER), with the assistance of funding provided by the Australian National Training Authority (ANTA), conducted the 2003 Student Outcomes Survey. The aim of the national 'Student Outcomes Survey' was to measure vocational education and training employment outcomes, course of study and satisfaction outcomes. The survey results are published in the publication, 'Student Outcomes Survey 2003: Institute Report'.

The 2003 survey was administered to West Coast College students who had graduated in 2002. The survey included graduates of award courses and who had an Australian address as their usual address.

The graduate employment status performance indicator was measured for the categories of employed, unemployed and not in labour force as at 30 May 2003. The figure was obtained by calculating the ratio of graduates in each category compared to total respondents and expressed as a percentage. Please note that the 2003 results were derived using the number of valid

responses as the denominator, making it consistent with the previous years.

Total Population	4471
Response	556
Response rate	12.4%
Sample error	3.89

Internal Student Satisfaction Survey

The College conducted a unit/course evaluation survey as part of its quality improvement strategy. The categories evaluated in this survey were; teaching, course content, administration, facilities, meeting needs and overall satisfaction. The evaluation is the responsibility of Program Directors and supported by the Corporate Communications and Planning Branch. Regular reports are presented to the Executive Board and Training Delivery Board.

1.1 Overall Student Satisfaction

1.1.a Student Satisfaction (Profile)

This information is made available from the Student Satisfaction Survey run by the Western Australian Department of Education and Training.

Table

Student Satisfaction Rate Trends

	1999	2000	2001	2002	2003	State 2003
Satisfied	54%	-	53%	49%	48%	48%
Very Satisfied	29%	-	34%	35%	35%	37%
Total	83%	80%	87%	84%	84%	85%

1.1.b Student Satisfaction (Non-Profile)

This information is available from the College's Internal Student Satisfaction survey. Overall student satisfaction is evaluated for non-profile activities, which includes Adult Migrant Education Courses (AMES) and Fee for Service courses. The overall satisfaction rate has remained at a very high level since 1999. The response rate for AMES was 90% and 68% for Fee For Service activities.

Table

Student Satisfaction Rate Trends (Non-profile)

	1999	2000	2001	2002	2003
AMES	97%	97%	97%	99%	97%
Fee-for-Service	97%	96%	96%	96%	96%

1.2 Graduate Employment Status

This information is available from the 'Student Outcomes Survey' conducted by NCVER. The proportion of graduates in employment is a Key Performance Indicator that shows the extent to which the College is providing relevant quality training programs. Providing graduates with relevant skills to enter the work force and/or retraining for employment, while also meeting industry needs, is a key objective of the College.

Table

Graduate Employment Status Trends

	1999	2000	2001	2002	2003	State 2003	Nat'l 2003
Employed	68%	74%	67%	69%	74%	74%	76%
Unemployed	13%	12%	16%	14%	12%	12%	12%
Not in Labour Force	19%	14%	17%	17%	14%	14%	12%

The graduate employment rate for West Coast College was 74%, which is an increase of 5% over 2002 and equal to the State average.

1.3 Graduate Satisfaction

Graduate satisfaction is a Key Performance Indicator that measures the extent to which West Coast College graduates had fully or partly achieved their main reason for undertaking the course, and is compared to the State and National averages.

This information is made available by the Student Outcome Survey run by NCVET. It considers the outcome satisfaction of students who graduated in 2002.

Table

**Graduate Satisfaction Trends
for West Coast College, WA and Australia**

	1999	2000	2001	2002	2003
West Coast College	84%	77%	76%	75%	74%
Western Australia	82%	79%	76%	77%	78%
Australia	80%	80%	79%	78%	79%

The overall graduate satisfaction for West Coast College was 74%. This result is lower than the average for Western Australia and Australia. All results are similar to those achieved in 2002.

Annual College Profile Target Achievement

The College was funded under the Delivery and Performance Agreement (DPA) to deliver 1,609,000 Student Curriculum Hours (SCH) distributed amongst the State defined Industry Groups. This purchased delivery by the State from West Coast College took into consideration the needs of the State as defined in the State Training Profile and the needs of the key stakeholders of the College. The diversity of delivery indicates the extent to which the College is required to meet the strategic training needs of the local community, and the training plans of industry and individuals.

Measure A: Percentage of Achieved Delivery Against Profile Delivery

This performance indicator shows the percentage of SCH achieved for profile funded VET delivery activities as contracted with the WA Department of Education and Training through the DPA. This year the College achieved 103.4% of the DPA funded profile.

Table - Profiled Student Curriculum Hours by Purchasing Matrix Classification

WADET Industry Group Description	2002 DPA	2002 Actual	2003 DPA	2003 Actual
01A Recreation Sports & Entertainment	49,930	49,065	50,000	50,390
01B Visual and Performing Arts	42,880	38,626		
01C Design	-	-		
02A Automotive	3,456	5,166		
03A Building & Construction	277012	263,643		
03B Surveying and Building	45,312	31,580		
04A Community Service Workers	155470	172,500	168,000	169,537
04B Education and Childcare	224,741	257,875	241,000	249,810
04C Health	43,548	36,320	74,000	75,721
04D Library Workers	-	-		
05A Finance Insurance Property Service Workers	55,764	62,277	31,000	34,982
06A Food Trades and Processing	15,640	15,751	7,500	8,392
07A Clothing Footwear and Soft Furnishings	14,944	17,985		57
07B Furniture Manufacture	152,521	138,530		
08A Communications	-	-		
08B Printing & Publishing	-	-		
09A Engineering and Drafting	-	-		
09B Metal and Mining	24,400	21,245		
10A Animal Care	-	-		
10B Forestry, Farming and Landcare	-	-	15,700	17,785
10C Fishing	-	-		
10D Horticulture	6,000	948		
11A Process Manufacturing	-	-		
12A Personal Services	40,428	47,954	48,500	52,491
12B Retail	77,233	75,396	50,400	50,799
13A Cooking	93,096	81,483	85,450	85,771
13B Hospitality	100,350	91,204	75,400	75,928
13C Tourism	76,249	81,299	92,500	94,680
13D Travel Agents	2,400	-		
14A Transport Trades	35,032	42,275	3,350	3,410
15A Electrical & Electronic Engineer	103,510	106,132		
15B Electrical Trades	76,416	70,435		
16A Accounting & Other Business Services	102,400	109,871	68,000	70,729
16B Management	117,642	99,129	91,100	98,482
16C Office and Clerical	95,408	85,054	70,590	77,285
17A Computing	302,314	308,829	271,750	280,284
18A Science & Technical Workers	65,085	73,732	550	609
19A ACE	-	-		
19B Adult Literacy/ESL	376983	381,320	96,250	98,507
19C Languages	9,592	7,750		
19D Miscellaneous	51,478	39,825	12,560	12,620
19E Targeted Access & Participation Courses	118,037	115,603	55,400	56,283
	2,955,271	2,928,805	1,609,000	1,664,552
Percentage of profile achieved		99.1%		103.4%

The distribution of SCH is an effectiveness measure that indicates the extent to which the College is meeting its contractual obligations, as well as the training needs of the local community, individuals and industry. The College's SCH delivery is translated through a range of courses that directly align with purchasing matrix cells that represent occupational classifications.

The WA Department of Education and Training (WADET) Industry Group is a classification of courses based on the occupation or outcome the course is intended to serve.

2. EFFICIENCY INDICATORS

The efficiency indicator is a measure that shows the average cost of training delivery per student curriculum hour (SCH).

2.1 Overall Cost per SCH

The overall cost per SCH is an efficiency measure that shows the aggregate unit cost of delivery output per SCH, based on the delivery costs (Total Cost of Services) as detailed in the 2004 Financial Statements.

The cost shown includes the capital user charge that was introduced from 2001.

Table

	1999	2000	2001	2002	2003
Total cost of services	\$46,520,462	\$48,013,125	\$49,199,923	52,208,303	35,439,436
Total SCH delivered	4,054,300	4,328,564	4,467,454	4,207,067	2,944,739
Total Cost per SCH delivered	\$11.47	\$11.09	\$11.01	\$12.40	\$12.03
			<i>Capital User Charge Introduced</i>		

Financial Statements

Certification of Financial Statement For the Year Ending 31 December 2003

The accompanying financial statements of West Coast College of 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 financial year ending 31 December 2003 and the financial position as at 31 December 2003.

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



JACKIE MCKIERNAN
Governing Council Chair
26 February 2004



SUE A SLAVIN
Acting Managing Director
(Member Governing Council)
26 February 2004



MARK O'BRIEN
Principal Accounting Officer
26 February 2004



AUDITOR GENERAL

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

WEST COAST COLLEGE OF TAFE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2003

Audit Opinion

In my opinion,

- (i) the controls exercised by the West Coast College of TAFE provide reasonable assurance that the receipt, expenditure and investment of moneys, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (ii) the financial statements are based on proper accounts and present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the Treasurer's Instructions, the financial position of the College at December 31, 2003 and its financial performance and cash flows for the year ended on that date.

Scope

The Governing Council's Role

The Governing Council is responsible for keeping proper accounts and maintaining adequate systems of internal control, preparing the financial statements, and complying with the Financial Administration and Audit Act 1985 (the Act) and other relevant written law.

The financial statements consist of the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows and the Notes to the Financial Statements.

Summary of my Role

As required by the Act, I have independently audited the accounts and financial statements to express an opinion on the controls and financial statements. This was done by looking at a sample of the evidence.

An audit does not guarantee that every amount and disclosure in the financial statements is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements.

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

D D R PEARSON
AUDITOR GENERAL
April 8, 2004

Statement of Financial Performance

for the year ended 31 December 2003	Notes	2003 \$	2002 \$
COST OF SERVICES			
Expenses from ordinary activities			
Employee expenses	2	22,638,256	35,075,012
Depreciation	3	1,781,240	2,665,956
Doubtful debts	4	19,869	19,442
Supplies and services	5	7,243,613	10,016,217
Grants and subsidies	6	20,430	19,389
Capital user charge	9	3,688,490	4,221,295
Other expenses from ordinary activities	10	47,538	205,938
Total cost of services		<u>35,439,436</u>	<u>52,223,249</u>
Revenues from ordinary activities			
<i>Revenue from operating activities</i>			
Fee for service	11	10,637,688	11,163,038
Student fees and charges	12	1,669,459	3,102,378
Ancillary trading	13	222,034	319,623
Commonwealth grants and contributions	14	-	82,217
Trading profit	8	159,425	267,534
<i>Revenue from non-operating activities</i>			
Interest revenue		194,943	281,588
Proceeds on disposal of non-current assets	7	-	14,946
Other revenues from ordinary activities	15	983,083	1,124,972
Total revenues from ordinary activities		<u>13,866,632</u>	<u>16,356,296</u>
NET COST OF SERVICES		<u>(21,572,804)</u>	<u>(35,866,953)</u>
REVENUES FROM STATE GOVERNMENT			
State funds	16	20,182,758	32,772,673
Resources received free of charge	17	1,152,876	1,938,854
Total revenues from State Government		<u>21,335,634</u>	<u>34,711,527</u>
CHANGE IN NET ASSETS		<u>(237,170)</u>	<u>(1,155,426)</u>
Net increase in asset revaluation reserve	27	-	518,834
Total revenues, expenses and valuation adjustments recognised directly in equity		-	518,834
Total changes in equity other than those resulting from transactions with WA State Government as owners		<u>(237,170)</u>	<u>(636,592)</u>

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

Statement of Financial Position

as at 31 December 2003	Notes	2003 \$	2002 \$
Current Assets			
Cash assets	18	2,732,179	3,866,730
Restricted cash assets	19	90,286	25,957
Inventories	20	165,782	194,840
Receivables	21	1,643,136	1,147,377
Other assets	22	1,260,379	2,473,891
Total Current Assets		5,891,762	7,708,795
Non-Current Assets			
Property, plant, equipment and vehicles	23	40,996,414	58,391,996
Total Non-Current Assets		40,996,414	58,391,996
Total assets		46,888,176	66,100,791
Current Liabilities			
Payables	24	1,590,229	1,282,385
Provisions	25	2,001,461	2,264,310
Other liabilities	26	695,516	1,910,655
Total Current Liabilities		4,287,206	5,457,350
Non-Current Liabilities			
Provisions	25	2,710,067	3,287,369
Other liabilities	26	-	28,245
Total Non-Current Liabilities		2,710,067	3,315,614
Total Liabilities		6,997,273	8,772,964
NET ASSETS		39,890,903	57,327,827
Equity			
Asset revaluation reserve	27	3,262,398	8,299,065
Accumulated surplus	28	36,628,505	49,028,762
TOTAL EQUITY		39,890,903	57,327,827

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

Statement of Cash Flows

for the year ended 31 December 2003	Notes	2003 \$	2002 \$
CASH FLOWS FROM GOVERNMENT			
Recurrent funding		16,517,318	27,679,038
Capital funding		204,500	201,830
Net cash provided by Government		16,721,818	27,880,868
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee Costs		(21,500,251)	(32,926,407)
Supplies and services		(6,198,824)	(8,541,481)
GST Payments on purchases		(739,297)	(777,717)
GST Payments to taxation authority		(53,814)	(109,116)
Capital User Charge		(3,808,564)	(1,889,440)
Other payments		(207,553)	187,130
Receipts			
Sale of goods and services		11,212,008	10,254,447
User charges and fees		1,669,459	3,772,307
Interest received		194,943	281,184
GST receipts on sales		570,329	397,409
GST receipts from taxation authority		279,299	265,714
Other receipts		983,958	1,056,958
Net cash used in operating activities	29	(17,598,307)	(28,029,011)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of non-current physical assets		-	14,946
Purchase of non-current physical assets		(193,732)	(508,444)
Net cash used in investing activities		(191,961)	(493,498)
Net decrease in cash held		(1,070,221)	(641,641)
Cash assets at the beginning of the financial year		3,892,686	4,534,328
CASH ASSETS AT THE END OF THE FINANCIAL YEAR	30	2,822,465	3,892,687

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

Notes to the Financial Statements for the Year ended 31 December 2003

Enabling Legislation

The College was established as a statutory authority effective from 1 January 1997, as a result of the enactment of the Vocational Education and Training (VET) Act 1996.

The Act is to establish a vocational education and training system for the State, to constitute the State Training Board of Western Australia and the Training Accreditation Council, to provide for the establishment of Colleges and other vocational education and training institutions, to repeal:

- the College Act 1978;
- the Industrial Training Act 1975;
- the State Employment and Skills Development Authority Act 1990;

to consequently amend certain other Acts and for related purposes.

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 Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, 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 Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, 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.

Basis of Accounting

The statements have been prepared on the accrual basis of accounting using the historical cost convention, with the exception of certain assets and liabilities which, as noted, are measured at fair value.

(a) 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 to 25 years
Motor Vehicles, Caravans and Trailers	7 years
Plant, Furniture, General Equipment	10 to 5 years
Computing, Communications & Software	5 to 2 years

(b) Inventories

Inventories are valued at the lower of cost and the net realisable value. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being valued on an average basis.

(c) Employee Benefits

Annual Leave

This benefit is recognised at the reporting date in respect to employees' services up to that date and is measured at the nominal amounts expected to be paid when the liabilities are settled.

Long Service Leave

Leave benefits are calculated at remuneration rates expected to be paid when the liabilities are settled. A liability for long service leave is recognised after an employee has completed three years of service. An actuarial assessment of long service leave undertaken by PricewaterhouseCoopers in December 2002 determined that the liability measured using the short hand method was not materially different from the liability measured using the present value of expected future payments.

This method of measurement of the liability is consistent with the requirements of Accounting Standard AASB 1028 "Employee Benefits".

Superannuation

Staff may contribute to the Pension Scheme, a defined benefits pension scheme now closed to new members, or to the Gold State Superannuation Scheme, a defined 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. All of these schemes are administered by the Government Employees Superannuation Board (GESB).

The Pension Scheme and pre-transfer benefit for employees who transferred to the Gold State Superannuation Scheme are unfunded and the liability for future payments are provided for at reporting date.

The liabilities for superannuation charges under the Gold State Superannuation Scheme and West State Superannuation Scheme are extinguished by payment of employer contributions to the GESB.

The note disclosure required by paragraph 610 of AASB1028 (being the employer's share of the difference between employee's accrued superannuation benefits and the attributable net market value of plan assets) has not been provided. State scheme deficiencies are recognised by the State in its whole of government reporting. The GESB's records are not structured to provide the information for the College. Accordingly, deriving the information for the College is impractical under current arrangements, and thus any benefits thereof would be exceeded by the cost of obtaining the information.

Employee benefit on-costs

Employee benefit on-costs, including payroll tax, are recognised and included in employee benefit liabilities and costs when the employee benefits to which they relate are recognised as liabilities and expenses.

(d) Leases

The College has entered into a number of operating lease arrangements 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.

(e) Revenue Recognition

The funds received from the Department of Education and 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. Control is normally obtained upon their receipt. Provision is made in the accounts at year-end for any under delivery of services agreed in the Delivery and Performance Agreement.

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 Education and 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.

Interest revenue is recognised as it accrues.

(f) Grants and Other Contributions Revenue

Capital grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the College obtains control over the assets comprising the contributions. Control is normally obtained upon their receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

(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) Receivables

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 120 days overdue.

(i) Payables

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) Revaluation of Land and Buildings

The College has a policy of valuing land and buildings at fair value. 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 College revalues land and buildings every three years based on the evaluations provided by the Valuer General's Office.

(l) Comparative Figures

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

(m) Contributed Equity

Under UIG 38 "Contributions by Owners Made to Wholly-Owned Public Sector Entities" transfers in the nature of equity contributions must be designated by the owners as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions in the financial statements.

(n) Acquisition of Assets

The cost method of accounting is used for all acquisitions of assets. Cost is measured as the fair value of the assets given up or liabilities undertaken at the date of acquisition plus incidental costs directly attributable to the acquisition.

Assets acquired at no cost or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

(o) Cash

For the purposes of the Statement of Cash Flows, cash includes cash assets and restricted cash assets net of outstanding bank overdrafts. These include short-term deposits that are readily convertible to cash on hand and are subject to insignificant risk of changes in value.

(p) Rounding of Amounts

Amounts in the financial statements have been rounded to the nearest dollar.

Notes to the Financial Statements

for the Year ended 31 December 2003	2003 \$	2002 \$
2 Employee expenses		
Salaries	18,698,873	29,912,548
Superannuation	2,302,951	2,554,505
Other Staffing Costs	1,636,432	2,607,959
	<u>22,638,256</u>	<u>35,075,012</u>
3 Depreciation expense		
Depreciation		
Buildings	1,187,032	1,626,353
Motor Vehicles, Caravans & Trailers	-	6,344
Plant, Furniture & General Equipment	56,315	112,832
Computers, Communication Network & Software	440,588	823,167
Leasehold Improvements - Buildings	97,305	97,260
Total Depreciation	<u>1,781,240</u>	<u>2,665,956</u>
4 Charges to provisions		
Doubtful Debts Expense	19,869	19,442
	<u>19,869</u>	<u>19,442</u>
5 Supplies and services		
Consumables and Minor Equipment	1,367,190	1,926,891
Communication Expenses	379,172	627,652
Utilities Expenses	384,600	757,558
Consultancies and Contracted Services	1,667,937	2,224,153
Minor Capital Works	590,285	113,013
Repairs and Maintenance	43,950	610,369
Operating Lease and Hire Charges	993,566	736,976
Services provided by other Government Agencies (Refer Note 17)	1,152,876	1,938,854
Travel and Passenger Transport	138,892	263,526
Advertising and Public Relations	264,256	294,338
Supplies and Services - Other	260,889	522,887
	<u>7,243,613</u>	<u>10,016,217</u>
6 Grants and subsidies		
Student Scholarships	20,430	19,389
	<u>20,430</u>	<u>19,389</u>
7 Net gain/(loss) on disposal of non-current assets		
Plant, Furniture & General Equipment Proceeds	-	14,946
Written Down Value	(3,921)	(60,878)
Net (Loss) on Disposal	<u>(3,921)</u>	<u>(45,932)</u>
Computers, Communication & Software Proceeds	-	-
Written Down Value	(10,918)	-
Net (Loss) on Disposal	<u>(10,918)</u>	<u>-</u>
Total Net (loss)	<u>(14,839)</u>	<u>(45,932)</u>

Notes to the Financial Statements for the Year ended 31 December 2003	2003 \$	2002 \$
8 Trading Profit		
Bookshop Sales	520,374	813,286
Cost of Sales:		
Opening Inventory	194,840	231,150
Purchases	331,891	509,443
	526,731	740,593
Less Closing Inventory	(165,782)	(194,840)
Cost of Goods Sold	360,949	545,753
Trading Profit - Bookshop	159,425	267,534
9 Capital user charge		
Capital User Charge Expense	3,688,490	4,221,295
<p>A capital user charge rate of 8% has been set by the Government for 2003 and represents the opportunity cost of capital invested in the net assets of the College used in the provision of outputs. The charge is calculated on the net assets adjusted to take account of exempt assets. Payments are made to the Department of Treasury and Finance on a quarterly basis.</p>		
10 Other expenses from ordinary activities		
Carrying Amount of Assets Disposed of	14,839	60,878
Miscellaneous	32,590	145,060
Losses and Write-Offs	109	-
	47,538	205,938
11 Fee for service		
Fee For Service -General	9,127,027	9,587,977
Fee For Service -Department of Education and Training	4,714	-
Adult Community Education Fees	957,831	1,159,096
International Division Fees	548,116	415,965
	10,637,688	11,163,038
12 Student fees and charges		
Tuition Fees	1,140,782	1,912,699
Service/Enrolment Fees	128,734	368,948
Resource Fees	399,943	784,137
Other College Fees	-	36,593
	1,669,459	3,102,377
13 Ancillary trading		
Live Works and other ancillary revenue (not a trading activity)	222,034	319,623
	222,034	319,623
14 Commonwealth grants and contributions		
Commonwealth Grants & Contributions	-	82,217
	-	82,217

Notes to the Financial Statements for the Year ended 31 December 2003	2003 \$	2002 \$
15 Other revenues from ordinary activities		
Sponsorship & Donations Revenue	9,213	16,683
Miscellaneous Revenue	973,870	1,108,289
	<u>983,083</u>	<u>1,124,972</u>
16 State Funds (received from Department of Education and Training)		
Delivery and Performance Agreement (DPA)	13,065,989	23,535,758
Capital user charge funding	3,688,490	4,221,295
Superannuation funding	1,888,985	2,559,950
Other funding	-	2,253,839
Total Recurrent Funding	<u>18,643,464</u>	<u>32,570,842</u>
Capital funding	204,500	201,831
Capital Works Transferred	1,334,794	-
Total Capital	<u>1,539,294</u>	<u>201,831</u>
Total State Funds	<u>20,182,758</u>	<u>32,772,673</u>
17 Resources received free of charge		
Comprised of: Department of Education and Training		
• Corporate Systems Support	970,172	1,224,417
• Marketing and Publications	78,771	65,181
• Human Resources / Industrial Relations Support	48,032	20,842
• Other	-	597,914
	<u>1,096,975</u>	<u>1,908,354</u>
Office of the Auditor General - External Audit Services	54,500	30,500
State Solicitors Office	1,401	-
Total Resources Received Free of Charge	<u>1,152,876</u>	<u>1,938,854</u>
Where assets or services have been received free of charge or for nominal consideration, the College recognises revenues equivalent to the fair value of the assets and/or the fair value of those services that can be reliably determined and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable.		
18 Cash assets		
Cash on Hand	7,967	13,270
Cash Advances	800	6,392
Cash at Bank	723,412	1,145,349
Short Term Deposits	2,000,000	2,701,719
	<u>2,732,179</u>	<u>3,866,730</u>
19 Restricted cash assets		
West Coast College Scholarship Trust Fund	15,786	25,957
Specific Purpose Capital Equipment Grant	74,500	-
	<u>90,286</u>	<u>25,957</u>

Represents cash resources the uses of which are restricted, wholly or partially, by regulations or other externally imposed requirements.

Notes to the Financial Statements for the Year ended 31 December 2003	2003 \$	2002 \$
20 Inventories		
Trading Inventory:		
Book Shop At Cost	165,782	194,840
Total trading Inventory	<u>165,782</u>	<u>194,840</u>
21 Receivables		
Current		
Current Receivables includes trade debtors, student debtors and over-paid salaries		
Receivables	1,688,698	1,240,409
Provision for Doubtful Debts	(145,390)	(201,887)
Net Receivables	<u>1,543,308</u>	<u>1,038,522</u>
GST Receivable	99,828	108,855
	<u>1,643,136</u>	<u>1,147,377</u>
22 Other assets		
Current		
Prepayments	343,969	1,077,807
Accrued Income	916,410	1,393,051
Other	-	3,033
	<u>1,260,379</u>	<u>2,473,891</u>
23 Property, plant, equipment and vehicles		
Land		
At Fair Value	9,640,000	11,000,000
	<u>9,640,000</u>	<u>11,000,000</u>
Buildings		
At Cost	344,026	344,026
Accumulated Depreciation	(11,778)	(3,178)
	<u>332,248</u>	<u>340,848</u>
At Fair Value (a)	31,223,831	46,670,057
Accumulated Depreciation	(2,361,774)	(1,626,651)
	<u>28,862,057</u>	<u>45,043,406</u>
Buildings Under Construction (b)	1,052,940	-
Leasehold Improvements		
At Cost	486,323	486,323
Accumulated Depreciation	(284,367)	(187,062)
	<u>201,956</u>	<u>299,261</u>
Motor Vehicles, Caravans & Trailers		
At Fair Value (c)	-	57,601
Accumulated Depreciation	-	-
	<u>-</u>	<u>57,601</u>

Notes to the Financial Statements for the Year ended 31 December 2003	2003	2002
	\$	\$
Plant, Furniture & General Equipment		
At Cost	544,855	528,059
Accumulated Depreciation	(378,243)	(364,620)
	166,612	163,439
At Fair Value (c)	-	579,480
Accumulated Depreciation	-	-
	-	579,480
Computer Equipment, Communication Network and Software		
At Cost	3,826,272	3,976,596
Accumulated Depreciation	(3,085,672)	(3,196,665)
	140,600	779,931
At Fair Value (c)	-	128,030
Accumulated Depreciation	-	-
	-	128,030
	40,996,414	58,391,996

(a) The valuation of land and buildings was performed in December 2001 in accordance with an independent valuation by the Valuer General's Office. Fair value has been determined on a current use basis.

(b) Buildings under construction reflects accumulated expenditure as at reporting date for building projects which are yet to be completed. It includes expenditure on the new hospitality centre to be built at Joondalup campus. It also includes expenditure incurred directly by the Department of Education and Training. For these amounts, the College reflects an equivalent amount under Revenue from Government – State Funds.

(c) Fair value of Plant, General Equipment and Motor Vehicles was determined on a market value for existing use basis. The valuations were performed by the Valuer General's Office in December 2002.

Reconciliations

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

2003	Land	Buildings	Buildings under Construction	Leasehold Improvements	Motor Vehicles, Caravans & Trailers	Plant, Furniture & General Equipment	Computer Equipment, Communication Network & Software	Total
Carrying Amount at Start of Year	11,000,000	45,384,254	-	299,261	57,601	742,919	907,961	58,391,996
Additions	-	-	1,052,940	-	-	63,409	412,175	1,528,524
Disposals	-	-	-	-	-	(3,921)	(10,918)	(14,839)
Distribution (Refer Note 28)	(1,360,000)	(15,002,918)	-	-	(57,601)	(579,480)	(128,030)	(17,128,029)
Depreciation	-	(1,187,031)	-	(97,305)	-	(56,315)	(440,588)	(1,781,239)
Revaluation Increments	-	-	-	-	-	-	-	-
Write-off of Assets	-	-	-	-	-	-	-	-
Carrying Amount at End of Year	9,640,000	29,194,305	1,052,940	201,956	-	166,612	740,600	40,996,414

Notes to the Financial Statements for the Year ended 31 December 2003	2003	2002
	\$	\$

24 Payables

Current		
Trade Payables	682,922	302,494
GST Payable	82,661	35,171
Capital User Charge Payable	824,646	944,720
	<u>1,590,229</u>	<u>1,282,385</u>

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

25 Provisions

Employee Benefits		
Current		
Annual Leave (a)	689,794	654,038
Long Service Leave (a)	1,311,667	1,610,271
	<u>2,001,461</u>	<u>2,264,309</u>
Non-Current		
Long Service Leave (a)	1,661,903	2,605,329
Salary Deferment	60,467	110,538
Superannuation (b)	987,697	571,503
	<u>2,710,067</u>	<u>3,287,370</u>

(a) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including superannuation, payroll tax and WorkCover premiums. The liability for such on-costs is included here.

(b) The superannuation liability has been established from data supplied by the Government Employees Superannuation Board.

The college considers the carrying amount of employee benefits approximates the net fair value.

Employee Benefits

The aggregate employee benefits liability recognised and included in the financial statements is as follows:

Provision for employee benefits:

Current	2,001,461	2,264,309
Non-Current	2,710,067	3,287,370
	<u>4,711,528</u>	<u>5,551,679</u>

26 Other liabilities

Current		
Income Received in Advance	29,300	31,458
Accrued Expenditure	324,724	400,208
Accrued Salaries and Related Costs	172,633	817,300
Other	168,859	661,689
	<u>695,516</u>	<u>1,910,655</u>
Non-Current		
Other	-	28,245
	<u>-</u>	<u>28,245</u>

Notes to the Financial Statements for the Year ended 31 December 2003	2003	2002
	\$	\$

27 Reserves

Asset Revaluation Reserve		
Opening Balance	8,299,065	7,780,231
Net Revaluation Increments		
Motor Vehicles, Caravans & Trailers	-	48,015
Plant, Furniture & General Equipment	-	465,255
Computer Equipment, Communication Network & Software (a)	-	5,564
Transfer to accumulated surplus (a)	(5,036,667)	-
Closing Balance	<u>3,262,398</u>	<u>8,299,065</u>

(a) The reduction in the asset revaluation reserve in 2003 relates to previously credited increments for land, building and other assets associated with the Balga Campus. Control of the assets was passed to Swan TAFE as of 1 January 2003. Land and building revaluations were carried out in December 2001. The other assets were revalued at the end of 2002, prior to the transfer to Swan TAFE. The revaluations were carried out in order to reflect the transfer at fair value.

28 Accumulated surplus

Opening Balance	49,028,763	50,184,189
Transfer from Asset Revaluation Reserve	5,036,667	-
Distribution to Owners (a)	(17,199,754)	-
Change in Net Assets	(237,171)	(1,155,426)
Closing Balance	<u>36,628,505</u>	<u>49,028,763</u>

(a) As a result of the MacRae Report and subsequent TAFE realignment, Balga Campus was realigned to become part of Swan TAFE. Assets, including the land and building, were transferred to Swan TAFE by Government. West Coast College received no consideration for these assets. The distribution to owners relates to property, plant and equipment valued at \$17,128,029 and inventories valued at \$71,725.

Notes to the Financial Statements for the Year ended 31 December 2003	2003 \$	2002 \$
29 Reconciliation of net cost of services to net cashflows used in operating activities		
Net Cost of Services	(21,572,804)	(35,866,953)
Non Cash Items:		
Depreciation and Amortisation Expense	1,781,240	2,665,956
Resources Received Free of Charge	1,152,876	1,938,854
Net (gain) / Loss on Disposal on Non-current Assets	14,839	45,932
Superannuation Expense (Notional)	1,888,985	2,559,950
Capital User Charge (Paid by DET in 2002)	-	2,331,855
(Increase)/decrease in assets:		
Current Receivables	(375,685)	(182,007)
Inventories	(42,667)	36,310
Prepayments	733,838	(725,516)
Other Current Assets	122,438	(14,393)
Non-current Receivables		
Increase/(decrease) in liabilities		
Payables	307,844	(657,653)
Current Provisions	(262,849)	(367,234)
Other current Liabilities	(857,903)	321,143
Non-current Provisions	(577,302)	(115,255)
Other Non-current Liabilities	(28,245)	-
Net GST receipts/(payments)	56,517	-
Change in GST in Receivables/payables	60,571	-
Net Cash used in Operating Activities	<u>(17,598,307)</u>	<u>(28,029,011)</u>
30 Reconciliation of cash		
Cash at the end of the financial year, as shown in the Statement of Cash Flow is reconciled to the related items in the Statement of Financial Position as follows:		
Cash Assets	2,732,179	3,866,730
Restricted Cash Assets	90,286	25,957
	<u>2,822,465</u>	<u>3,892,687</u>

Notes to the Financial Statements for the Year ended 31 December 2003	2003	2002
	\$	\$

31 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	121,000	51,146
Later than 1 year and not later than 5 years	-	-
Later than 5 years	-	-
	121,000	51,146

The capital commitments include amounts for:

Computer equipment	121,000	51,146
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(b) Lease Commitments

Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities

Within 1 year	559,654	357,106
Later than 1 year and not later than 5 years	431,674	553,158
Later than 5 years	-	-
	991,328	910,264

Representing:

Cancellable Operating Leases	-	-
Non-Cancellable Operating Leases	991,328	910,264
	991,328	910,264

(c) Other Expenditure Commitments

Within 1 year (commitments relate to orders raised in the College purchasing system as at reporting date)	256,727	1,324,526
Later than 1 year and not later than 5 years	-	-
Later than 5 years	-	-
	256,727	1,324,526

32 Events occurring after balance date

There were no significant events occurring subsequent to reporting date.

33 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 over the page:

Fixed Interest Rate Maturity

	Weighted Average Effective Interest	Variable Interest Rate	Less Than 1 year	1 to 5 years	More than 5 years	Non-Interest Bearing	Total
2003	%	\$	\$	\$		\$	\$
Financial Assets							
Cash Assets	4.75%	732,179	2,000,000	-	-	-	2,732,179
Restricted Cash Assets	2.65%	74,500	15,786	-	-	-	90,286
Receivables		-	-	-	-	1,643,136	1,643,136
Total Financial Assets		806,679	2,015,786	-	-	1,643,136	4,465,601
Financial Liabilities							
Payables		-	-	-	-	(1,590,229)	(1,590,229)
Employee Benefits		-	-	-	-	(4,711,528)	(4,711,528)
Other Liabilities		-	-	-	-	(695,516)	(695,516)
Total Financial Liabilities		-	-	-	-	(6,997,273)	(6,997,273)
Net Financial Assets (Liabilities)		806,679	2,015,786	-	-	(5,354,137)	(2,531,672)

Fixed Interest Rate Maturity

	Weighted Average Effective Interest	Variable Interest Rate	Less Than 1 year	1 to 5 years	More than 5 years	Non-Interest Bearing	Total
2002	%	\$	\$	\$		\$	\$
Financial Assets							
Cash Assets	4.56%	1,165,011	2,701,719	-	-	-	3,866,730
Restricted Cash Assets	3.85%	-	25,957	-	-	-	25,957
Receivables		-	-	-	-	2,092,097	2,092,097
Total Financial Assets		1,165,011	2,727,676	-	-	2,092,097	5,984,784
Financial Liabilities							
Payables		-	-	-	-	(337,665)	(337,665)
Employee Benefits		-	-	-	-	(5,551,679)	(5,551,679)
Other Liabilities		-	-	-	-	(2,855,375)	(2,855,375)
Total Financial Liabilities		-	-	-	-	(8,744,719)	(8,744,719)
Net Financial Assets (Liabilities)		1,165,011	2,727,676	-	-	(6,652,622)	(2,759,935)

Notes to the Financial Statements for the Year ended 31 December 2003	2003	2002
	\$	\$

(b) Credit Risk Exposure

All financial assets are unsecured.

(c) Net Fair Values

The carrying amount of Financial Assets and Financial Liabilities recorded in the Financial Statements are not materially different from their net fair values, determined in accordance with the accounting policies disclosed in note 1 to the Financial Statements.

34 Remuneration of Members of the Accountable Authority and Senior Officers**Remuneration of members of the Accountable Authority**

The number of members of the Accountable Authority whose total of fees, salaries, superannuation and other benefits for the financial year, fall within the following bands are:

\$		
\$60,001–\$70,000	-	1
\$70,001–\$80,000	1	-
\$270,001–\$280,000	-	1
\$280,001–\$290,000	1	-
The total remuneration of the members of the Accountable Authority is:	354,897	337,960

The superannuation included here represents the superannuation expense incurred by the College in respect of members of the Accountable Authority.

No members of the Accountable Authority are members of the Pension Scheme.

Notes to the Financial Statements for the Year ended 31 December 2003	2003	2002
	\$	\$

Remuneration of Senior Officers

The number of Senior Officers other than senior officers reported as members of the Accountable Authority, whose total of fees, salaries, superannuation and other benefits receivable for the financial year, fall within the following bands are:

\$		
\$20,001–\$30,000	-	1
\$30,001–\$40,000	-	1
\$40,001–\$50,000	1	-
\$50,001–\$60,000	-	1
\$80,001–\$90,000	3	1
\$90,001–\$100,000	3	3
\$100,001–\$110,000	1	2
\$170,001–\$180,000	1	-
\$180,001–\$190,000	-	1
\$200,001–\$210,000	-	1
The total remuneration of senior officers is:	874,893	1,086,573

The superannuation included here represents the superannuation expense incurred by the College in respect of Senior Officers other than senior officers reported as members of the Accountable Authority.

No Senior Officers are members of the Pension Scheme.

35 Supplementary Financial Information

Revenue and Debts and Public and Other Property Written Off by the Accountable Authority	77,149	25,989
Losses of public and other moneys and public and other property through theft, default or otherwise	3,885	-
Amount recovered from insurance	3,776	-

36 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 in one geographical segment being within the State of Western Australia.

37 Related Bodies

The College has no related bodies.

38 Affiliated Bodies

The College has no affiliated bodies.

39 Explanatory Statement

(a) Comparison of Actual Results with those of the preceeding 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 \$500,000 where exceeding 10% of the preceeding years figures.

	Note	2003	2002	Variance	Variance
Expenses from ordinary activities		\$	\$	\$	%
Employee expenses	1	22,638,256	35,075,012	-12,436,756	-35%
Supplies and services	1	7,243,613	10,016,217	-2,772,604	-28%
Depreciation	2	1,781,240	2,665,956	-884,716	-33%
Capital user charge	2	3,688,490	4,221,295	-532,805	-13%
Revenue from operating activities					
Student fees and charges	3	1,669,459	3,102,378	-1,432,919	-46%
Revenues from state government					
State funds	3	20,182,758	32,772,673	-12,589,915	-38%
Resources received free of charge	4	1,152,876	1,938,854	-785,978	-41%

1. College operations were significantly impacted by the TAFE realignment at the end of 2002. Balga campus was realigned to become a part of Swan TAFE. The operations of Carine Campus were also significantly downsized. Consequently employee expenses and supplies and services have reduced.

2. The land, building and other assets associated with Balga campus were transferred to Swan TAFE as of 1 January 2003. Consequently the College's asset base has fallen and therefore there is a reduction in depreciation expense for 2003. Similarly, the capital user charge is a charge based on the College's net asset balance. With the reduction in assets in 2003 the charge has reduced from the previous year.

3. College operations were significantly impacted by the TAFE realignment at the end of 2002. Balga campus was realigned to become a part of Swan TAFE. The operations of Carine Campus were also significantly downsized. The reduction in student numbers has impacted on student fees and charges. Similarly, state funding for profile course delivery has been reduced.

4. Resources received free of charge have reduced because of the downsizing of West Coast College operations explained above.

(b) 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 \$500,000 where exceeding 10% of the budget estimate.

	Note	2003	Estimate	Variance	Variance
Revenue from operating activities		\$	\$	\$	%
Fee for service	1	10,495,029	11,862,580	-1,367,551	-12%

1. The College budgeted for a 10.4% (\$1,115,507) increase in fee for service revenue in 2003. College restructuring, a downturn in the market and strong competition from private training providers all impacted on strategies to meet the budgeted increase in revenues.

Appendix I

Section 42 Estimates - 2004

Statement of Financial Performance

for the 12 months to 31 December 2004

	\$
COST OF SERVICES	
Expenses from Ordinary Activities	
Employee Expenses	21,859,097
Charges to Provisions	20,000
Supplies and Services	7,337,418
Depreciation Expense	1,978,128
Capital User Charge	3,371,561
Other Expenses from Ordinary Activities	303,750
Total Cost of Services	34,869,954
Revenue from Ordinary Activities	
Fee for Service	10,628,034
Student Fees and Charges	1,960,796
Ancillary Trading	217,900
Interest Income	129,860
Trading Profit	207,001
Other Revenue from Ordinary Activities	295,802
Total Revenue from Ordinary Activities	13,439,393
Net Cost of Services	(21,430,561)
REVENUES FROM GOVERNMENT	
State Funds	18,155,026
Capital Works Transferred from Department of Education & Training	6,358,000
Resources Received Free of Charge	1,239,037
Liabilities Assumed by Treasurer	90,000
Total Revenues from Government	25,842,063
CHANGE IN NET ASSETS	4,411,502
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTION WITH OWNERS AS OWNERS	4,411,502

Section 42 Estimates - 2004

Statement of Financial Position

for the period ending 31 December 2004

	\$
CURRENT ASSETS	
Cash assets	2,644,737
Restricted Cash Assets	5,786
Receivables	1,615,202
Inventories	165,782
Other Assets	462,818
Total Current Assets	4,894,325
NON-CURRENT ASSETS	
Property, Plant and Equipment	45,856,474
Total Non-Current Assets	45,856,474
TOTAL ASSETS	50,750,799
CURRENT LIABILITIES	
Payables	828,644
Provisions	2,093,461
Other Liabilities	704,359
Total Current Liabilities	3,626,464
NON-CURRENT LIABILITIES	
Provisions	2,774,067
Other Liabilities	-
Total Non-Current Liabilities	2,774,067
TOTAL LIABILITIES	6,400,531
NET ASSETS	44,350,268
EQUITY	
Accumulated Surplus	36,051,203
Reserves	8,299,065
TOTAL EQUITY	44,350,268

Section 42 Estimates - 2004

Statement of Cash Flows

for the 12 months to 31 December 2004

	\$
Cash Flows From Government	
Recurrent Appropriations	16,244,083
Capital Appropriations	-
NET CASH PROVIDED BY GOVERNMENT	16,244,083
CashFlows from Operating Activities	
Payments	
Employee Costs	(19,702,154)
Supplies and Services	(5,810,298)
Other Payments	(356,750)
GST Payments on Purchases	(633,579)
Capital User Charge	(3,371,561)
Receipts	
User Charges and Fees	1,960,796
Sale of Goods and Services	10,332,093
Interest Received	129,860
Other Receipts	1,270,380
GST Receipts from ATO	210,000
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	(15,971,213)
Cash Flows From Investing Activities	
Purchase of Non-Current Physical Assets	(444,812)
NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES	(444,812)
NET INCREASE (DECREASE) IN CASH HELD	(171,942)
Cash at the Beginning of the Reporting Period	2,822,465
CASH ASSETS AT THE END OF THE FINANCIAL YEAR	2,650,523

West Coast
2003

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