



central
INSTITUTE OF TECHNOLOGY

2013 ANNUAL REPORT

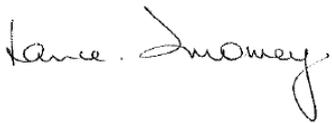


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To the Hon Dr Kim Desmond Hames, Minister for Training and Workforce Development

In accordance with Section 61 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the Annual Report of Central Institute of Technology for the period ending 31 December 2013.

The report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



Professor Lance Twomey AO
Chair
Governing Council
Central Institute of Technology
17 March 2014



Ms Susan Haynes
Deputy Chair
Governing Council
Central Institute of Technology
17 March 2014

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Mr Neil Fernandes, Managing Director

Welcome to Central Institute of Technology's 2013 annual report. 2013 was a year of consolidation – consolidating the skills of our staff and quality of delivery to students and employers; consolidating our facilities and

infrastructure; our financial position; and our strategic position in Western Australia's education and training landscape.

Central successfully underwent its five-year comprehensive registration audit. Many exemplars in practice were found and staff were justifiably recognized for their tremendous effort. As a precursor to the audit, the Institute ensured that the qualifications of all teaching staff were upgraded to the new Certificate IV TAE. For 2014, Central has committed to the development of a new quality assurance framework, and will streamline the processes for teaching staff to meet their compliance obligations. Concurrently, Central will establish the Centre for Training Excellence and develop an Academic Capability Framework that will underpin professional development and performance management at the Institute.

The year ended with the Institute celebrating other major achievements, including all program areas reporting strong performance and meeting delivery targets, delivering a budget surplus, concluding the implementation of our five-year IT road map, making significant progress on major capital projects at Leederville and East Perth, fulfilling our mandatory obligations, and submitting our application to become a higher education provider.

Our strong focus on student outcomes continued apace, with a demonstrable increase in retention evident over the past few years. An international benchmarking study was undertaken, and initial indications suggest that Central performs as efficiently and effectively as our counterparts in the UK and New Zealand. We look forward to receiving further data which will enable comparisons within Australia.

Central's sustained efforts to improve the quality of teaching, resources, and more broadly, student support, resulted in the 2012 graduates being 90% satisfied with the overall quality of training. This

was a 3% point increase over 2011 and higher than the State and National averages.

Our connections with industry, particularly in health, aged care, engineering, mining and the creative industries continue to grow stronger. These important relationships, which have a positive impact on our students' success and the relevance of our training, are the result of the good connections that our staff have with industry. Specific initiatives, like the Roaming Education and Community Health (REACH) project, continued to progress, building opportunities for students to learn in a real work environment, and better connect with the industries that they aspire to work in.

Central international student numbers remain strong in spite of a downward trend in the training sector. Offshore, we continue to do important work in China and India, primarily, and more recently in Africa, in association with the mining industry.

Consolidation will continue to be our focus in 2014 with the introduction of the student entitlement model under Future Skills WA and our continued preparation for the half-year cohort impacting upon us in 2015. We look forward to the Ministerial Review of the VET Sector, which is due to report in April 2014.

I am extremely appreciative of the resilience, dedication and commitment of our staff. The success of Central is made from the contribution of staff who have not flinched in the face of the many challenges we've encountered. Last but not least, we are thankful for the tutelage of our Governing Council. Their contribution plays a significant part in the success and achievements at Central.



Neil Fernandes
Managing Director

17 March 2014

executive summary

In 2013, Central Institute of Technology delivered over 6.7 million publicly funded student curriculum hours (SCH). In addition, over 3.9 million SCH was delivered onshore and offshore on a commercially funded basis. A summary of the key achievements against the 2013 Business Plan are presented below. In 2013, Central:

Competitive Market

- Generated over \$38 million in revenue from commercial and grant revenue activity.
- Maintained similar levels of International delivery revenues to 2012. This was a very positive result considering that international student numbers have continued to decline Australia-wide.
- Convened planning workshops across the Institute to analyse the impact of the Entitlement Model and prepared necessary management strategies.
- Continued major commercial partnerships including the Adult Migrant English Program (AMEP), Skills for Education and Employment (SEE), Better Skills for Better Care, Leading the Way, the program to upskill Education Support Workers, and the Workplace English Language Program.
- Grew AMEP mainstream and support services delivery by 20% in student numbers and 25% in derived revenue.
- Developed and delivered two new qualifications, Diploma and Advanced Diploma of Television Broadcasting, in support of a Memorandum of Understanding with Global Television and long standing training partnerships with ABC Television and Network Ten.
- Produced videos for the National Training Awards program. Students from the Advanced Diploma of Screen & Media were commissioned to create the videos, which comprised interviews with the 2013 Australian Training Award winners at the Perth Convention Centre.
- Delivered a commercially funded program Certificate III in Mentoring to support organisations such as Fortescue Metals Group and David Wirrpanda Foundation to build their internal capacity to mentor and retain Indigenous employees.
- Successfully delivered the first year of the Associate Degree in Commercial Interior Design in partnership with Think Education Group.
- Entered into a formal partnership with Curtin University in August 2013 to administer and deliver a Higher Education Diploma of Commerce qualification from 2015.
- Completed substantial development of Associate Degrees in Visual Art and Design. These internally developed qualifications position Central to provide students with an introduction to a wide range of contemporary studio practices and theory that support their professional practice.
- Developed a course for Year 11 and 12 students in Kenyan State schools to progress from a Certificate IV in Business to a Diploma of Business. This was based on our Virtual Enterprise model and the documents guide teachers on how to set this up in their classrooms.
- Established a course for Year 11 students in India to complete the Certificate III in Business Administration and the Certificate III in Business. This was based on a simulated work-environment, and has a comprehensive guide on how to set this up.
- Hosted a Professional Development (PD) event that attracted more than 60 specialist media high school teachers to a full day of information relating to media production presented by Central educators and Media

Production and Analysis teachers as well as industry professionals.

- Delivered more than 380,952 SCH through recognition of prior learning (RPL).

Employers, Industry and Government

- Delivered 653, 572 SCH in work based training, and 403,745 SCH in employment based training delivery.
- Developed, in collaboration with the Financial, Administrative & Professional Services Training Council and Strata Community Australia WA, a new traineeship for workers in the Strata Management Industry called the Certificate IV in Property Services (Operations). The course was added to Central's scope in February 2013, and new workers have been enrolled in the traineeship and existing workers on a commercial work based option.
- Continued Professional Development (CPD) training for Justices of the Peace, Real Estate & Business Agents, Real Estate Sales Representatives, and Property Managers was delivered under contract with the Department of Justice and Department of Commerce.
- Participated in the Hyogo Banshu retrospective at the 2013 Perth Fashion Festival. Four graduate fashion designers represented Central at the event, which was supported by the WA Department of State Development and Hyogo Prefectural Cultural Centre Perth.
- Nine Central Institute Product Design students were selected to exhibit at the Australian International Furniture Fair, which was held at the Sydney Exhibition Centre.
- Thirteen Central Institute Product Design students were selected to exhibit at Australia's largest furniture and furnishings trade fair, the Furnitex Furniture, Decoration and Design Expo, which was held at the Melbourne Exhibition Centre.

- Strengthened our relationships with employers and employment service providers to support training for aboriginal people including through the IEP (Indigenous Employment Program).
- Witnessed the graduation of the first group of Aboriginal Public Service Commission trainees.
- Developed and piloted an Aboriginal Leadership Program for the Department of Corrective Services.

Student Success

- Successfully piloted a core skills development program for new students which was:
 - Targeted to individual needs;
 - Directly relevant to the chosen vocational program;
 - Directed at improving educational outcomes; and
 - Aligned to contemporary practice.
- Completed qualitative research with students and staff to gain a better understanding of student experiences. The research findings are being used by Academic Board to inform a number of projects underway to improve assessment practice at Central.
- Piloted the introduction of dedicated Academic Advisors within study areas, to provide mentoring and other support to students.
- Increased the Institute module load completion rate (MLCR) to around 79% and held the rate of formal withdrawals to around 7%.
- Continued analysis of the implications of the National Centre for Vocational Education Research (NCVER) employment outcomes survey.
- Commenced planning and investigation into the Learning Thermometer, with a view to its implementation in 2014. The Learning

Thermometer is a tool already used by many universities throughout Australia, which has the potential to improve teaching practice at Central, while simultaneously supporting students to develop self-management skills critical to success in their chosen program of study.

- Improved our ability to monitor and report on students who are absent from class, and expanded the involvement of the Student Success Centre in contacting absent students.
 - Continued processes for contacting students who have indicated intent to withdraw.
 - Successfully implemented the Language, Literacy and Numeracy (LLN) pilot in 2013, which will be expanded in 2014.
 - Increased Aboriginal and Torres Strait Islander student numbers by 63%.
 - Implemented the Schools Strategy with a focus on VET in Schools pathways to Higher Education qualifications.
 - Established the Koolark Centre for Aboriginal Students, which was achieved through the work of Central's Aboriginal Employment, Education, and Training Committee (AEETC).
 - Developed a simulated hospital ward for Enrolled Nursing Training.
- ### Community
- Successfully bid for the National Workforce Development Fund program to deliver management training to Local Government employees.
 - Hosted Central's third 'Revealed' project in partnership with the Department of Culture and the Arts WA, which showcased emerging Aboriginal artists from WA. It saw over 50 remote artists and arts workers from Perth and the Kimberley converge at Central for three days of exhibitions, workshops and networking.
 - Continued collaboration with Perth City Farm in the delivery of training to the long term unemployed and those with mental health conditions.
 - Maintained a partnership with the David Wirrpanda Foundation to provide training and employment outcomes to Aboriginal and Torres Strait Islander students.
 - Continued to host Read Write Now, a community based volunteer group that in 2012 won the WA Community Program of the Year at the Volunteer WA Awards.
 - Launched Central's first Reconciliation Action Plan (RAP).
 - Provided outreach health care services to underserved populations as part of the Roaming Education and Community Health (REACH) clinic initiative.
 - Successfully provided training to young participants that are homeless or at risk of homelessness through an interim Foyer program.
 - Supported an Aboriginal student event called 'My Noongar Kitchen Rules,' in which members from the Aboriginal community were invited to lunch at Central's Leederville campus.
 - Contributed to the collaborative project 'United Way Homelessness Coalition'.
 - Participated in the Emerging Artists Wetland stage at the Perth Cultural Centre. Music Skills and Radio students worked with West Australian Music (WAM) to program performances from local up-and-comers and Song of the Year nominees.
 - Collaborated with the Salvation Army to create a dynamic, student-focussed coffee shop at their headquarters in William Street, Northbridge. The project was undertaken by both local and international Marketing and Advertising students, and involved the

development of a Business Plan that focussed on the operational, marketing and financial aspects of the coffee shop.

- Provided input into both the City of Perth Draft Strategic Community Infrastructure Plan 2031 and the Metropolitan Redevelopment Authority Draft Place Plan for the Perth Cultural Centre through the participation of workshops and planning meetings.
- Launched the high profile Certificate II in Building and Construction (paraprofessional pathway) as a VET in Schools qualification, with strong support from the Department of Training and Workforce Development (DTWD), WestOne, Housing Industry Association (HIA), and Construction Training Fund (CTF).
- Delivered the Builders Registration Diploma, in collaboration with Master Builders Association, to regional WA. This qualification has been delivered to 50 individuals who, in view of their regional location, would not otherwise have had such an opportunity.
- Hosted “Get into Mining”, an interactive mining careers expo to inform high school students of the diversity of job roles and the right choice of education for a career in the field, drawing on large numbers of volunteer mining industry professionals and tradespeople.

Capability

- Launched the Centre for Training Excellence to provide VET practitioners with specialised training to support their continuous learning.
- Finalised a new Academic Capability Framework.
- Continued the implementation actions set out in the Workforce Plan 2012 – 2015.
- Developed a new Management for Performance Policy and commenced work on the development of myPlan, an online Performance Management tool. This tool is also being designed to incorporate VCAL in order to meet audit requirement in relation to the vocational competency of lecturers.
- Completed a comprehensive review of staff PD across the Institute to inform the development of a PD Strategy in 2014.
- Offered a staff PD program that included the continuation of the Master in Instructional Intelligence, the implementation of a Peer Coaching Program, and a range of other courses targeted to staff PD requirements (e.g. LLN and Cultural Awareness).
- Delivered TAE 40110 Certificate IV Training and Assessment units to staff to facilitate compliance with TAFE Lecturers’ Agreement, under which lecturing staff must possess the qualification within two years of appointment.
- Developed a Supervision Model to ensure compliance with National Skills Standards Council (NSSC) teaching qualification requirements for lecturing staff.
- Commenced cultural shaping projects arising from the cultural survey, including projects relating to inclusive strategic planning, corporate communication and the embedding of Central’s values.
- Commenced construction of Green Skills building, which is expected to be completed July 2014.
- Received DTWD funding for works in 2014, which include the installation of Residual Current Devices (RCDs), refurbishment of lifts, and upgrading the Leederville fire system.
- Received agreement for a \$3 million capital investment at the Mt Lawley campus from DTWD, which is to be matched by a \$1.5 million contribution by Central.
- Completed the REACH clinic building work within Mount Lawley. The building was officially opened by the Hon Terry Redman MLA in September 2013.

- Finalised the design of the 25 Aberdeen Street Forecourt. The tender was issued December 2013 with construction work programed to commence 2014.
- Completed the campus signage project which ensures consistency across all buildings and improving way finding for students.
- Finalised the upgrade of the Leederville and East Perth Local Area Network infrastructure. Further to this disaster recovery plans were refined and tested and server, storage and network monitoring solution as a managed service was completed.
- Implemented Cognos reporting for human resources and delivery data. This has included the conversion of weekly delivery management reports to Cognos reports which are updated daily.
- Completed the Student Success Centre CRM, ensuring improved business processes within the Student Success Centre relating to withdrawn and absent students. An initial Student Study plan system became operational within the academic advisory service.
- Completed the Institute-wide implementation of Syllabus Plus. Syllabus Plus will be operational across all of Central's campuses for class timetables as of semester 1, 2014.
- Launched an Electrical apprenticeship in 2013, a niche program with potential take-up by female and Aboriginal candidates.

about central institute of technology

Overview

Central Institute of Technology has a history spanning more than 110 years, making it the oldest post-compulsory education institution in Western Australia. 'Perth Technical School', as it was originally known, held its first classes on 16 May 1900.

The Institute provides high quality vocational education and training (VET) to more than 33,900 students, of which about 3,605 are onshore and offshore international students.

Central Institute of Technology is the premier deliverer of paraprofessional qualifications in Western Australia and is the major deliverer of higher level qualifications in the State, with more than 40% of delivery at Certificate IV and above.

The Institute continues to be a major contributor to the economic development of the broader community, responding directly to the requirements of industry, employers and government for a highly skilled and capable workforce.

Programs

The Institute offers more than 450 nationally accredited courses, ranging from Certificate I to Vocational Graduate Certificate, together with a range of customised fee-for-service training courses. Central's close relationships with industry ensure that courses are practical, job-focused and driven by employment outcomes.

Services

Central Institute of Technology provides a range of industry and employer consultancy and workforce development services, designed to increase skill development and utilisation in the workplace, increase productivity and build business capability.

Campuses

- Perth
12, 19, 25 and 30 Aberdeen Street
133 Newcastle Street
NORTHBIDGE WA 6003
- Leederville
Richmond Street
LEEDERVILLE WA 6007
- East Perth
140 Royal Street
EAST PERTH WA 6004
- Mount Lawley
Cnr Lord and Harold Streets
MOUNT LAWLEY WA 6050
- Oral Health Centre of Western Australia
17 Monash Avenue
NEDLANDS WA 6009

vision, values and mission

Vision

Central Institute of Technology will continue to be recognised as the premier deliverer of high-level vocational skills, providing pathways for a diverse student cohort to employment and higher education.

Mission

Working smarter to deliver smarter workers.

Values

Central Institute of Technology has developed a set of five values to assist in realising the Institute's vision. These values underpin the development of all Institute products and services.

Ambition

We create competitive advantage and set ourselves apart, by:

- Seeking new opportunities, and challenges
- Exercising our best judgement
- Setting the highest standards
- Exceeding expectations
- Developing leaders at all levels

Respect

We act with honesty and integrity, and build trust in each other, by:

- Welcoming the diversity of our staff and students
- Supporting others' efforts
- Providing feedback in a constructive way
- Forgiving mistakes made when acting in good faith
- Understanding and acknowledging other's roles in the Institute

Responsibility

We own our behaviour, actions and outcomes, by:

- Delivering what we promise
- Ensuring we are well informed in decisions we make
- Leading by example
- Not apportioning blame
- Considering the impact our actions have on others
- Being environmentally conscious

Professionalism

We become good at what we do, by:

- Understanding the broader context in which we work
- Constantly looking to develop and improve our knowledge and skills
- Collaborating within and across teams
- Being motivated and positive
- Reflecting on our performance and seeking out feedback

Ingenuity

We find new and better ways of doing things, by:

- Imagining
- Seeing opportunities and not barriers
- Being agile and adaptable
- Learning from mistakes
- Enjoying ourselves

strategic plan 2012-2014

The Strategic Plan 2012-2014 outlines the Institute's goals, objectives and targets to achieve its mission. The Plan was developed to deliver on the outcomes and targets set in *Training WA*.

Competitive Market

We strengthen Central's position and lead in a competitive training market:

- *Publicly funded delivery*: At least a 25% market share of publicly funded training delivery.
- *Commercialisation*: Annual growth of at least 20% in commercial revenue while maintaining profitability.
- *Internationalisation*: Annual growth of at least 10% in international student numbers (onshore and offshore).
- *Industry precincts/centres of specialisation*: Market recognition for our leadership as centres of specialisation.
- *Tertiary Delivery (Diploma and above)*: Grow and maintain the proportion of tertiary delivery to between 40% and 50% of total delivery.

Employers, Industry and Government

We will respond to employers' needs with flexible and customised work based training:

- *Workforce Development and Productivity*: Training that directly responds to employers' needs for an increasingly productive workforce.
- *Employment Outcomes*: Suitably skilled and more employable workers.
- *Innovation and Industry Engagement*: Partnerships and collaborations that support workforce development and participation.

Student Success

A positive learning environment improves employment and higher education opportunities for our students:

- *Quality of Teaching and Learning*: Students are very satisfied with the quality of the learning experience.

- *Flexibility*: Study options promote student success.
- *Student Support Services*: Student information and support services are responsive to students needs and contribute to improving outcomes.
- *Equity and Diversity*: Students experiencing educational disadvantage achieve positive outcomes.

Community

We are valued for the contribution we make to sustainability and our communities:

- *Partnerships and Programs*: Training and employment outcomes are enhanced through partnering with relevant community organisations.
- *Citizenship*: The Institute's staff and students are actively involved in activities for the betterment of the community.
- *Student Community*: A welcoming environment encourages student engagement and supports student success.
- *Sustainable Development*: The Institute delivers training and manages its operations in an environmentally, socially and economically sustainable way.

Capability

We will recognise and nurture our competitive advantage, focusing on the quality of our programs, services and staff:

- *People*: Staff capability, attributes and attitudes support a positive culture and the capacity to respond to change.
- *Finances*: Funding models support Institute priorities and directions.
- *Infrastructure*: Facilities are appropriate to contemporary teaching practices.
- *ICT*: A robust and scalable technology platform that adapts to the changing needs of the Institute, its staff and students.

student population

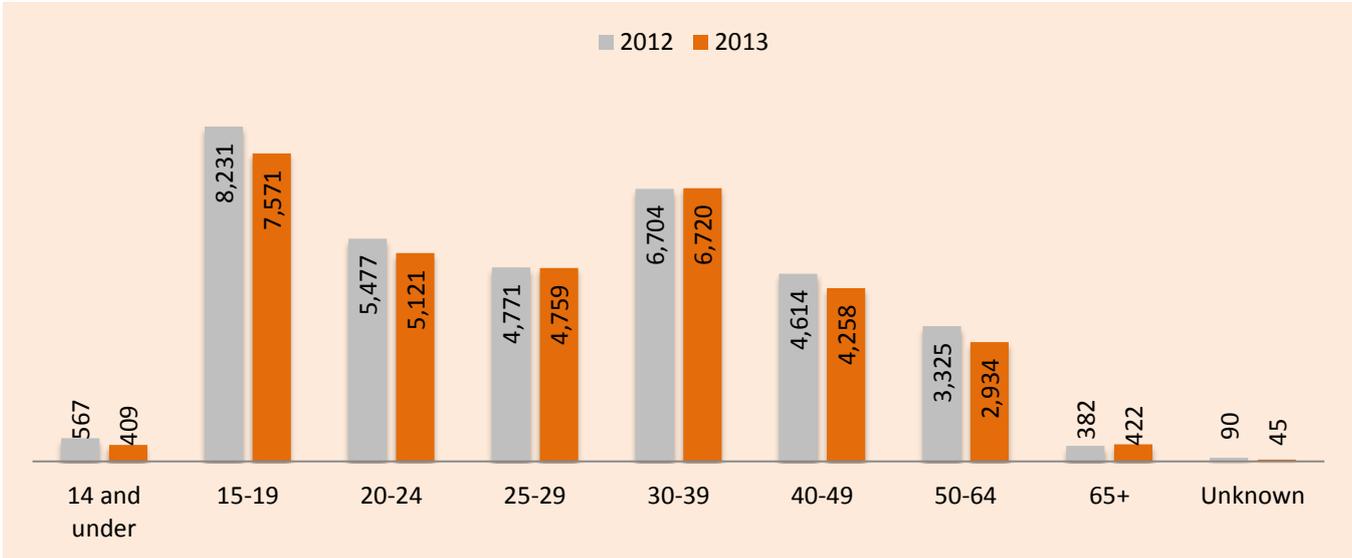
The number of onshore students who undertook a course at Central in 2013 fell by 5.6% to 32,090.

The largest proportion of onshore students at the Institute was the 15 to 19 year old age group, representing 23% of the total student population. Approximately 40% of students were aged 24 years and under.

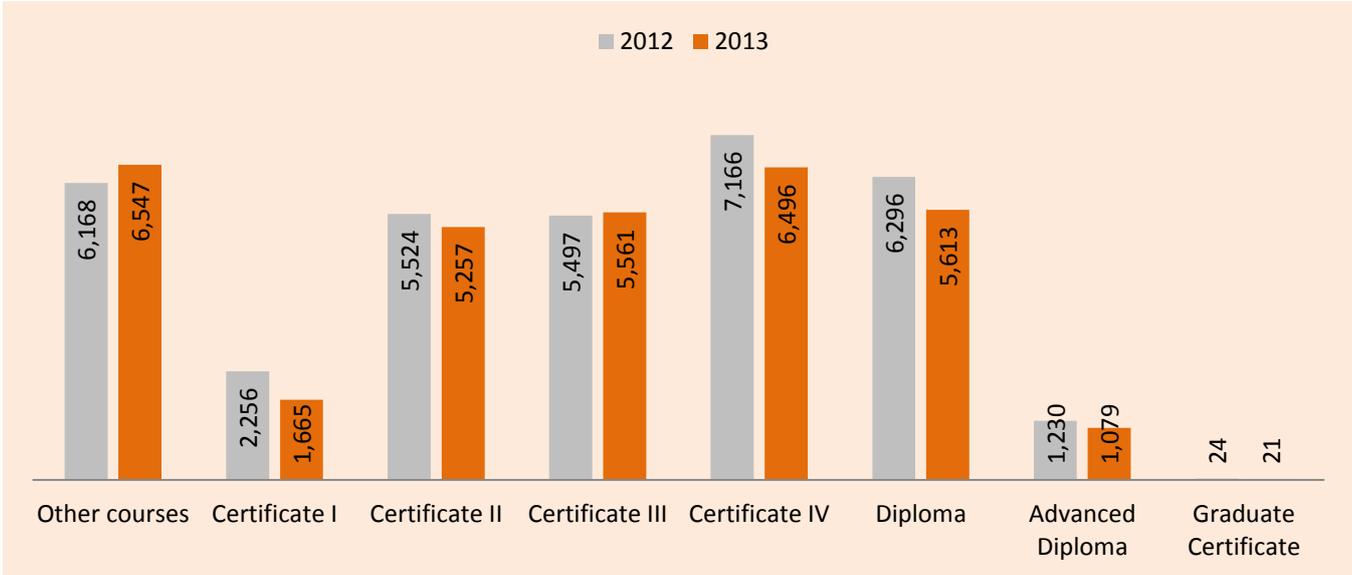
Of the total enrolments 20.3% is attributable to 'Other Courses', 38.7% to Certificate I to III qualifications and 40.9% to Certificate IV and above qualifications.

Approximately 55% of students studied at Central on a part-time basis while 56% of students were female.

Student Population by Age Group



Student Population by Qualification Level



awards and scholarships

Central had another successful year with staff and students recognised for their achievements locally, nationally and internationally.

WA Training Awards

WA Culturally and Linguistically Diverse Training Award

Marjan Ghadirian

Central Institute of Technology Staff Awards

Professional Support Award

Jenny Lloyd, Psychologist, Student Delivery and Support

Teaching Excellence Award

Thor Amundsen Lecturer Sport, Fitness and Lifestyle

Team Award

Photography Team

Central Institute of Technology Student Awards

Student of the Year

Leilani Underwood

Aboriginal/Torres Strait Islander Student of the Year

Ruth Farmer

International Student of the Year

Nayoung Lee

Apprentice/Trainee of the Year

Sofie Bosevski

Vocational Student of the Year

Leilani Underwood

Access & Diversity Student of the Year (Student from a non-English speaking background)

Marjan Ghadirian

Access & Diversity Student of the Year (Student with a Disability)

Angeline Edwards

High Achieving Students

Art & Craft

Leonie Avdich

Applied Design

Zachary Hall

Media

Geraldine Cooney

Digital Content

Sylvia Cheung

Community Learning & Partnerships

Wilma Bonannella

Ian Smith

Tourism & Languages

Michael Huynh

June Turtle

Sport and Lifestyle

Julia Palmer

Health

Sevita Gibbs

Community & Children's Services

Eshna Khadka

Jinglin Yao

English as a Second Language

Gisela Anastasia

Narges Feyz Bakhsh

Business & Management

Cahya Safri

Linda Zani

Finance, Law & Property Services

Denika Brough

Caitlin Gilchrist

Davina Prorok

Rebecca Walsh

Engineering

Marjan Ghadirian

Peter Ingram

Building Design & Construction

Sufyan Akila

Sheridan Drury

Special Commendation Student

Community & Children's Services

Gillian Griffiths

Tourism & Languages

Ben Jays

Sport and Lifestyle

Samantha Morrison

Health

Jaymii-Lee Clark

Community Learning & Partnerships

Christina Little

Applied Design

Luke Sweet

2013 Worldskills International Competition

Silver Medallist (Jewellery)

Tayron Scagnetti

2013 Worldskills State Competition

Gold Medallist (Beauty Therapy)

Natasha Webster

Silver Medallist (Beauty Therapy)

Maftuna Eshankulova

Bronze Medallist (Beauty Therapy)

Liana Lenzo

Gold Medallist (Web Design)

Daniel Richardson

Silver Medallist (Web Design)

Allyana Goff

Epson 2013 West Australian Institute Professional Photography Awards

Emerging Photographer of the Year

Gerry Cooney (Central Graduate)

2013 AIAA Library Technician Research Award

Elizabeth Birkett

Design Institute of Australia (WA) 2013 Awards

Commendation (Product Design)

Callum Campbell

Jack Flanagan

Commendation (Product Design)

Callum Campbell

Shortlisted Finalists (Product Design)

Chris Vincent

Marcel Bennington

Ali Sattarpanah

Brad Webster

Central Institute of Technology Scholarships

Aboriginal and Torres Strait Islander Scholarship

Mitchell Farrell

Jordan De Stefano

Academic Excellence Scholarship

Maddison Hawkins

Courtnee Nichols

Shayna Slotar

Access & Equity Scholarship

Giulia Monguzzi

Kate Williams

Michael Winton

VET in Schools

Kelly Naughton

Beauty Therapy Industry Scholarships

Olivia Brenzi

Leelarani Chitimadugula

Naphatsawan Chookhieo

Justine Clark

Jaimen Johnstone

Annaelle Marmitte

Josephine Pittman

Kadriye Uzeiroska

Business and Finance Industry Scholarships

Thi Kim Loan Chu

Olivia Colquhoun

Ella Evans

Steven Mani

Sarah Murphy

Olga Smith

Building Design Industry Scholarship

Kerry Micke

Horticulture Industry Scholarships

Rowan McAllister

Marcus Nisbet

Leeanne Pickering

Emily Shewchuk

Access and Equity Scholarships

Giulia Monguzzi

Kate Williams

Michael Winton

Screen and Media Industry Scholarship

Emma Kelly

James Campbell Engineering Scholarships

Indika Dasanayakage

Marjan Ghadirian

John Harris

Quentin Lyons

Lee Nguyen

Chun Xi Pan

Ryan Rogers

Farid Ghaderi Shahri

Sharon Sunder

Renato Utsig Jr.

operational structure

Enabling Legislation

Central Institute of Technology was established as a statutory authority on 1 January 1997 under Section 35 of the Vocational Education and Training Act 1996. The Institute is a body corporate with the Institute Governing Council established as the accountable authority.

Responsible Minister

Central Institute of Technology is responsible to the Hon Dr Kim Hames MLA, Minister for Training and Workforce Development, with the primary purpose of delivering vocational education and training and other related activities determined by the Minister.

Organisational Structure



Corporate Governance

The Institute has in place an effective corporate governance structure, supported by boards, systems, practices, processes and documentation which guide the performance, operation and management of the organisation, ensure legislative requirements are met and ensure the achievement of desired outcomes.

Central operates within the parameters of a range of legislative requirements, whole-of-government and vocational education and training (VET) policy directions. A range of procedures are in place to address the operational and planning activities necessary to comply with legislation and policies.

Central recognises the importance of good governance to ensure the best possible outcomes are delivered by the State training sector and that Western Australians receive value for money from the State Government. In signing the Governance Chart with the Minister for Training and

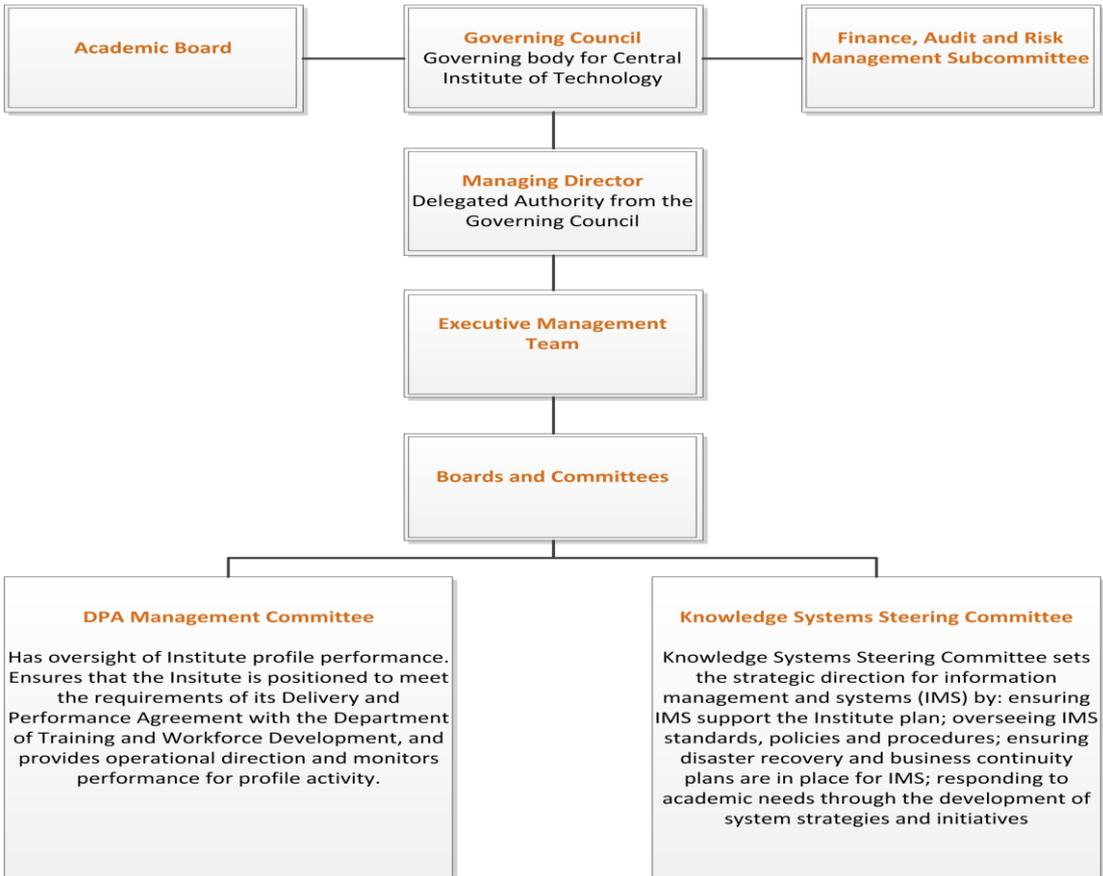
Workforce Development and the Department of Training and Workforce Development, the Institute commits to:

- implementing the Governance Framework throughout the organisation;
- embracing the nine principles of good governance;
- ensuring minimum standards of governance are in place; and
- continuing to take an active role in discussions regarding the on-going development of the Governance Framework.

Furthermore, the Governing Council and Managing Director commit to:

- implementing the minimum standards of governance; and
- meeting the Governance Framework requirements, remaining financially viable and meeting the State Government’s training priorities.

Governance Structure



Governing Council

Central Institute of Technology is governed by a Council which oversees the Institute's operations and affairs. Whilst the Governing Council is the ultimate authority in the Institute, it delegates its powers as the employing authority and manager of the Institute to the Managing Director. Governing Council has responsibility to ensure that all delegations are carried out diligently and effectively.

The Governing Council consists of a chairperson, a deputy chairperson, the Managing Director of the Institute, and between 6 and 10 other members appointed by the Minister for Training and Workforce Development. Members are selected for their experience and expertise in education, training, industry or community affairs and for their ability to contribute to the strategic direction of the Institute. Members are appointed for a term of three years. At the end of their three year term they are eligible for re-appointment.

Section 42 of the *Vocational Education and Training Act 1996* outlines the Governing Council's functions. Functions of the Governing Council include:

- govern and oversee the general operations and performance of the Institute;
- develop and approve strategic directions and business operations of the Institute; and
- ensure the Institute's courses, programs and services are responsive to, and meet the needs of students, industry and the community.

The Governing Council oversees the strategic direction of the Institute through the execution of its statutory functions under the *Vocational Education and Training Act 1996*, *Public Sector Management Act 1994* and the *Financial Management Act 2006*.

Finance, Audit and Risk Management Subcommittee of Governing Council

The Finance, Audit and Risk Management

Subcommittee was established by the Governing Council to ensure appropriate oversight of key governance issues, and is responsible for investigating issues to inform the Governing Council and to make recommendations for Council endorsement. The Finance, Audit and Risk Management Subcommittee consist of three or more Governing Council members, as nominated by the full Council from time to time.

As at 31 December 2012, membership of the Governing Council and Finance, Audit and Risk Management Subcommittee of Governing Council was as follows:

Professor Lance Twomey AO (Chair)

Professor Twomey has a long standing and prestigious reputation in the Western Australian education sector. While his initial qualification is in physiotherapy, Professor Twomey received

Honours and a PhD in Anatomy and has since served as Vice-Chancellor and President of Curtin University for well over a decade.

Professor Twomey has also chaired many taskforces and Ministerial initiatives with the Department of Education and Training and other State Government Departments, most recently the Ministerial Taskforce on the Education Workforce. Professor Twomey joined the Governing Council in 2008 and was appointed Chairperson in 2009. Professor Twomey is a member of the Finance, Audit and Risk Management Subcommittee.

Susan Haynes (Deputy Chair)

Susan is a partner in a Chartered Accounting firm and also a Board Member of the West Australian Ballet. Susan is a member of the Institute of Chartered Accountants in Australia with an Honours Degree in Accounting. Her previous career experiences include working at the University of Western Australia dealing in matters of finance and taxation, governing grants and also the development of performance and activity based funding models. Prior to her time at the University, Susan was a senior manager at Price Waterhouse

Coopers. Susan joined the Governing Council in 2005 and was appointed Deputy Chairperson in 2009. Susan is Chairperson of the Finance, Audit and Risk Management Subcommittee.

Stephanie Faulkner

Stephanie is a lawyer specialising in all aspects of the commercialisation of intellectual property and dispute resolution. She is acknowledged in Australia and overseas as being expert, particularly in the field of copyright as well as in relation to patents, trademarks, confidential information and the intellectual property-competition policy nexus. Stephanie has been a member of Governing Council since 2006 and has been a member of the Finance, Audit and Risk Management Subcommittee since 2009.

Stedman Ellis

Stedman Ellis is currently the Chief Operating Officer for the Western Region at the Australian Petroleum Production & Exploration Association and the Director at Minerals & Energy Research Institute of WA. For three years, Stedman was the Deputy Director General at the WA Department of Mines and Petroleum where he dealt with key policy and strategic issues involved in delivering the government's priorities in this area. As Vice President of External Affairs at BHP Billiton, he previously oversaw the development of many of BHP Billiton's community programs in the Pilbara. He has a Bachelor of Arts from the University of Western Australia and a Graduate Diploma for the Australian Institute of Company Directors.

Stedman has been a member of the Governing Council since 2008.

Mara West

Mara has an education and training background, having worked in the VET system for many years.

In particular Mara has considerable experience in Aboriginal programs, having participated in the development, review and evaluation of a number of significant indigenous projects. Mara joined the

Governing Council in 2008 and was reappointed for a further three-year term in 2012. Mara is also Chairperson of Central's Aboriginal Employment, Education and Training Committee.

Colin Campbell-Fraser

Colin has recently retired as Principal Advisor (External Relations and Advocacy) at the University of Western Australia. In his role at UWA, Colin was involved in high level management, supervision, planning, decision making and negotiation. In particular, he was responsible for developing and maintaining a dialogue on behalf of the University with key government, business and community leaders. Throughout his working life Colin has been an active member and office bearer of a diverse range of community based organisations. Colin has been a member of the Governing Council since 2007.

Paul Jones

Paul is an architect and a director of a major Perth architectural firm. Paul has a wealth of experience through his involvement in projects produced by his practice as well as extensive experience in his time with Foster Associates in London as the Project Architect for Stansted Airport and the Renault Headquarters.

Paul's experience has been recognised, awarded and sought after by Government and Business leaders to create innovative built and urban places, including major infrastructure and planning projects in Australia and New Zealand. Paul was appointed to the Governing Council in 2009.

Adjunct Associate Professor Catherine Stoddart

Catherine is the Chief Nurse and Midwifery Officer of Western Australia. Catherine has previously held executive management roles and senior clinical nursing positions at Sir Charles Gairdner Hospital, and more recently as Executive Director of Nursing at the WA Country Health Service and as Regional Director for the Kimberley Health Service. In 2013, Catherine was included in the

Queen's Birthday honours list for outstanding public service. Catherine was appointed to the Governing Council in 2010.

Peter Fairclough

Peter is the Policy, Government and Public Affairs General Manager for Chevron Australia. He is responsible for, among others, legislative and regulatory advocacy, external and internal communications, community and stakeholder engagement and reputation. He has extensive experience in government relations, policy development and advocacy, reputation management and community engagement.

Peter was most recently a member of the Business Policy Forum and ICT Forum at the Western Australian Chamber of Commerce and Industry and has been a member of numerous State and National education, training and mining boards and committees. Peter was appointed to the Governing Council in 2010.

Stephen Pollard

Stephen is the Chief Executive of the All Earth Group, a company which specialises in civil construction, waste and recycling management, plant hire and logistics. Stephen previously held the position of Chief Operating Officer at the Chamber of Commerce and Industry Western Australia, having joined in November 1999. Stephen was appointed to the Governing Council in 2011. He is also a member of the Finance, Audit and Risk Management Subcommittee.

Joanne Farrell

Joanne Farrell is the Global Head of Health, Safety, Environment and Communities at Rio Tinto. Joanne is also a director of the Committee for Perth, and a board member of the Rio Tinto WA Future Fund, Perth Institute of Contemporary Arts, State Training Board, and is a member of Chief Executive Women, and the Advisory Council for Committee Economic Development Australia. In 2012, Joanne was named the Women in Resources

Champion by the WA Chamber for Minerals and Energy. Joanne has been a member of the Governing Council since 2012.

Peter Browne

Peter Browne manages the BHP Billiton Iron Ore Pilbara education partnerships in the Pilbara, which are designed to improve the opportunities of rural and remote students. Peter also Chairs the Midwest Education Industry and Training Alliance, is a member of Pindan College Board in Port Hedland and St Mary's Anglican Girls School, and is a Councillor on the Claremont Town Council. Previous to this, Peter has held such positions as the Director General of Education, the Adjunct Professor at Curtin University, and Education Consultant at BHP Billiton Iron Ore. Peter was appointed to Governing Council in 2012.

Neil Fernandes

Neil has been the Managing Director at Central Institute of Technology since July 2005. Neil is an ex officio member of the Governing Council.

Executive Management Team

The Executive Management Team consists of the Managing Director, and Executive Directors. The Executive Management Team has overall responsibility for the day-to-day effective and efficient operation of the Institute, and undertakes strategic planning for the future direction of the Institute. Members chair the governance boards and committees at Central.

In 2013 Central implemented some minor changes to its Executive structure. These changes were part of the broader plan to enable Central to respond to the changing environment and to ensure sound succession planning for the future.

Throughout 2013 various members of the Institute's senior management continued to contribute to the Executive Committee meetings as and when required. The Executive Management Team sincerely thanks them for their contribution.

Administering Legislation

The Minister for Training and Workforce Development administers the *Vocational Education and Training Act 1996*.

Legislative Environment

Central complies with the following relevant legislation:

Archive Act 1983, Commonwealth
Children and Community Services Act 2004
Classification Enforcement Act 1996
Commercial Tenancy (Retail Shops) Agreements Act 1985
Constitutions Act 1889
Copyright Act 1968, Commonwealth
Corruption and Crime Commission Act 2003
Disability Services Act 1993
Education Service Providers (Full Fee Overseas Students) Registration Act 1991
Education Services for Overseas Students Act 2000, Commonwealth
Electoral Act 1907
Equal Opportunity Act 1984
Financial Management Act 2006
Freedom of Information Act 1992
Government Employees Superannuation Act 1987
Income Tax Assessment Act 1997
Industrial Relations Act 1979
Industrial Training Act 1975
Library Board of Western Australia Act 1951
Minimum Conditions of Employment Act 1993
Occupational Safety and Health Act 1984
Privacy Act 1988, Commonwealth
Public Interest Disclosure Act 2003
Public Sector Management Act 1994
Spam Act 2003, Commonwealth
State Records Act 2000
State Supply Commission Act 1991
Vocational Education and Training Act 1996
Workers Compensation and Injury Management Act 1981
Working with Children (Criminal Record Checking) Act 2004
Workplace Relations Act 1996, Commonwealth

performance management framework

Outcomes Based Management Framework

The Government Goal “Outcomes Based Service Delivery” best covers Central Institute of Technology’s core business. The link between this government goal and agency level government desired outcomes and services is presented below:

Government Goal	Desired Outcomes	Services
<p>Outcome Based Service Delivery: <i>To ensure a greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.</i></p>	<p>The provision of vocational education and training services to meet community and industry training needs</p>	<ol style="list-style-type: none"> 1. Delivering nationally accredited training courses from Certificate I to Vocational Graduate Certificate 2. Apprenticeships and traineeships 3. Foundation and access programs 4. Fee-for-service courses including onshore international delivery, short courses and single subscriber courses

Changes to Outcome Based Management Framework

Central Institute of Technology’s outcome based management framework did not change during 2013.

Shared Responsibilities with Other Agencies

Central Institute of Technology does not share any responsibilities with other agencies.

divisional performances

Health and Community Services

In addition to the Health and Community Services portfolios, this division also includes Education and the Koolark Centre for Aboriginal Students. The Koolark Centre was established to provide support to Aboriginal and Torres Strait Islander students, to ensure their ongoing education at Central.

The division remains the dominant trainer of Enrolled Nurses for WA, and one of the leading providers of training for the Aged Care sector. This broad division of the Institute houses numerous portfolios including Children’s Services, Disability Programs, Youth Work and Dental programs at the Nedlands campus.

Student Contact Hours (SCH) target (profile only)	1,403,811
% of SCH target met	95.1%
Total number of students*	4,020
Total number of international students*	277
Total number of qualifications delivered (Certificate I and above)	93

* Figures are based on the student's highest qualification enrolment in 2013.

Key personnel in the division include:

- Ros Howell – Executive Director
- Julie Fereday – Portfolio Manager, Health
- Stephanie Tchan – Portfolio Manager, Community and Children’s Services
- Kim Hansen – Manager, Koolark Centre for Aboriginal Students.

Health

VET in Schools

In 2013, delivery of the health qualifications to VET in Schools students increased considerably due to

greater demand. VET in Schools delivery is considered to be a very important aspect of health training, as it provides students with an overview of the industry and first exposure to the employment opportunities in the health sector.

Industry Partnerships

New industry relationships have been established across the hospital pharmacy, sterilisation and anaesthetic technician areas. This has enabled each of the areas to expand their delivery models to include work-based training and RPL opportunities for those already working in the industry.

Pathology

A new pathology qualification (Certificate III in Pathology) has been successfully added to the suite of qualifications delivered by the health services area and is also being delivered commercially.

Enrolled Nursing Placement

In semester two, an innovative and comprehensive, on-site, clinical training placement was made available for Stage Two Enrolled Nursing students. The placement spanned over five days, and saw students utilise Central’s new, simulated hospital ward to gain experience in a hospital setting and a better understanding of the patients’ journey.

Roaming Education and Community Health (REACH)

The services offered by REACH have continued to expand. Over 5500 community population health checks have been conducted to date, and more than 650 people have been seen through the REACH Wellness Services.

The services carried out by the REACH Wellness Clinic have also now expanded to include delivery of child health promotion and development screening for children in the AMEP crèches. In a reflection of their efforts, the REACH team won the “Innovation in Clinical Supervision” award at the WA Department of Health’s Clinical Supervision Inaugural Awards Night.

Education, Community and Children’s Services

Audit Success

Both the Certificate III in Education Support and Diploma of Children's Services were selected for review during the Institute's re-registration audit, and both courses achieved excellent results. The Diploma of Children's Services in particular was commended for the excellent learning and assessment facilities offered through the Karli Mia Creche at Leederville.

International

Despite a national downturn, the numbers of international students were maintained across Children's Services, Aged Care, Education Support and Community Services programs. The students continued to achieve excellent completion outcomes, and the majority articulate to higher level qualifications offered at Central.

Funding Secured

National Workforce Development Funding was secured for national delivery of the Diploma of Community Services, which involved the provision of financial counselling to twelve remote and regional Aboriginal Financial Counsellors. The program was undertaken in partnership with the Indigenous Consumers Advisory Network (ICAN).

Media Exposure

Central was involved in a reality television program which examines the shift of a small group of people with disabilities to independent living arrangements. The program will be aired in early 2014.

Aboriginal Support

Central's Koolark Centre for Aboriginal Students continued to provide culturally appropriate support to students in mainstream and targeted courses. There were 550 Aboriginal and Torres Strait Islander students at Central in 2013.

Pop-up Restaurant

Central held an event titled "My Noongar Kitchen Rules", which saw 110 community members attend a pop-up restaurant that was run by Central students at the Leederville campus. It was

considered a huge success and there is now strong community pressure to make it an annual event.

Yorga Dreaming

The first group of *Yorga Dreaming* students graduated in semester two with a Certificate III in Community Services Work. This group of Aboriginal women began their studies in the Moorditj Mums program (NOW), and followed by the Katitjin Djookian program (Certificate I and Certificate II in Community Services).

Collaborations

The Koolark Centre undertook a number of collaborative projects, including:

- The *Metro Tomorrow People* program (Ngulluk koolbaang), which was a healthy eating program undertaken in association with the Department of Health.
- A healthy living and exercise program, implemented in association with the Noongar Sports Association
- Counselling and referral support provided to our female students via the Yorgum Aboriginal Family Counselling Service.

Mentoring

There was continued success for the Certificate III in Mentoring (Wirdanyiny) program, which in addition to being delivered at Central's Leederville campus, is also delivered in Port Hedland for Fortescue Metals Group employees.

Tourism, Lifestyle and Languages

Back in the late 1970s, the Institute's then named "Centre for Travel, Tourism and Events" delivered the first, accredited vocational education qualifications for the travel and tourism industry in Western Australia. Nearly forty years later, Central retains its position as a market leader in Travel and Tourism training, acknowledged by both industry and the wider community.

This division is also home to Central's Sport and Fitness training. The Sport portfolio works very closely with major WA sporting bodies and

students get to train with professionals from Western Force, West Coast Eagles and Perth Wildcats.

The Lifestyle area contains a variety of portfolios ranging from Optical to Massage to Hairdressing. It also houses Central's Beauty Therapy portfolio, which boasts industry standard facilities and talented students who recently secured a clean sweep of the medal positions at the State's WorldSkills training competition.

Central remains the premier WA choice for English Language courses and now delivers English language training in various forms to over 5000 students a year who come from over 50 different nationalities.

SCH target (profile only)	1,450,023
% of SCH target met	99.7%
Total number of students*	10,425
Total number of international students*	502
Total number of qualifications delivered (Certificate I and above)	93

Key personnel in the division include:

- Delys Leslie – Executive Director
- Cheryl Bridge – Portfolio Manager, Sport Fitness & Lifestyle
- Joan Mulcahy – Portfolio Manager, Tourism, Languages & Interpreting
- Lois McLagan – Portfolio Manager, ESL
- Richard Flack – Portfolio Manager, AMEP

Travel, Tourism & Events

Cross-institute Collaboration

The students and lecturers from Travel, Tourism and Events continue to develop cross-portfolio collaboration. The portfolio partnered with the AMEP portfolio to bring students into the Travel

and Tourism *iCentral* facility for the benefit of students from both areas.

AMEP students are able to practice their English and the Tourism students have the opportunity to practice their customer service skills in a multi-cultural environment. The Events lecturers continued providing support across portfolios with their students providing event co-ordination skills to host events such as the RAP launch, NAIDOC activities across Leederville and Perth and graduation celebrations.

Students Connecting with Industry

The Event students have been excellent ambassadors for Central through their continued involvement in work experience opportunities for local and interstate Events and Conference organisations. Central's Events students are highly sought after due to their knowledge and skills. Some of the events they worked at in 2013 were: – Perth Events Show; Chartered Accountants Business Forum, Leadership Matters for the West Australian Newspaper; Michelle Bridges 12 Week Biggest Loser; and breakfast events with such celebrities as Bob Geldolf, Maggie Beer, and Somaly Mam.

Employment Success

Central's Travel and Tourism graduates are in demand. Through direct employer contact with the Institute, twenty graduates were placed in a variety of organisations such as RAC Travel, Creative Holidays Escape Holidays, and Carlson Wagonlit in 2013. In addition, employers such as Creative Travel and STA have requested permission to provide information sessions to our students on the employment benefits and opportunities available within their organisations, to ensure first access to our graduating students.

Industry Training

In partnership with Tourism WA, Central delivered a series of workshops in regional ports from Broome to Esperance titled "Cruise Ready". The workshops provided local tourism operators with insights into successfully servicing the cruise

market. They covered a range of topics including meeting cruise line and passenger expectations, how the system of shore excursions operates, and optimising business and community benefits.

Mandarin

The Portfolio delivered a Certificate III in Tourism (Guiding) for Mandarin speakers to support the State's China Ready Strategy with its requirement to provide qualified Mandarin speaking guides.

Languages

The commercial Language (Short Conversation) courses continued to be popular growing by 20% to total 115 classes running across 15 languages every weekend.

Sport, Fitness & Beauty Therapy

Philippines Sports Tour

Central, in conjunction with the Australian Government's Outbound Mobility Program, provided funding for six Diploma of Sports Development students and a lecturer to undertake a ten day study and cultural tour of the Philippines in 2013.

Student Success and Retention

The Sport & Lifestyle Portfolio has effectively maintained its performance in the area of student success and retention. In semester one, the portfolio achieved the highest MLCR rank across the Institute. This has been achieved by staff taking a vested interest and being proactive in all aspects of the student journey. Key strategies have been embedded across the portfolio e.g. guidelines supporting students at risk of disengaging with their studies. Learning areas have allocated mentors for each student group, enabling early identification of any issues arising.

Development of Potential Commercial Opportunities

In the changing landscape of the VET sector, the Sport & Lifestyle area has addressed vulnerabilities by looking at a range of short course skill sets. The Beauty area has continued to grow its commercial suite of skillsets. In addition, close

collaboration between the Massage, Fitness and Sport areas has enabled the development of new short courses.

Vocational Graduate Certificate in Hairdressing Creative Leadership

In 2013 Central became the first training provider in Australia to launch a newly created Hairdressing qualification. The Australian Qualifications Framework (AQF) Level 8 qualification has been tailored for industry leaders who are looking to formalise their experience and build on their diverse skill sets. The culmination of the year was a hair event called "Nine" held at the Heath Ledger Theatre, which saw the attendance of over 350 guests.

WorldSkills

The Beauty Therapy portfolio had four students in the regional WA finals of the Beauty Care competition. Out of a total of 14 finalists, three Central competitors took out the top three spots, winning Gold, Silver and Bronze placements.

The gold and silver medallists will represent WA at the National WorldSkills competition taking place in Perth in September 2014.

English as a Second Language (ESL)

Taxi Contract

In 2013, for the second time the ESL portfolio was successful in winning the tender to deliver the Taxi Driver Aptitude test and National Minimum English Standard Assessment on behalf of the Department of Transport. The three year contract involves assessment of over 1200 clients a year.

Occupational English Test (OET) Testing Centre

In October 2013 Central signed a contract to become an Occupational English Test (OET) Testing Centre on behalf of Cambridge Examinations and Box Hill Institute. OET is an international English language test that assesses the language and communication skills of healthcare professionals who seek to register and practise in an English-speaking environment.

Pearson VUE

The ESL Portfolio recently signed a contract to become a Pearson VUE Authorised Test Centre (PVTC) partner. Pearson VUE is a global leader in facilitating over 350 certification and licence exams across 177 countries. The tests include the popular Pearson Academic Skills Test of English, which is recognised by all Australian universities.

Adult Migrant English Program (AMEP)

The AMEP provides the main source of commercial revenue for the ESL division. In 2013, student enrolments increased by 36% to 3295. With the addition of revenue from support services (e.g counselling, childcare, and home tutor scheme) the revenue for 2013 will be over \$11 million - a 9% increase from the previous year. The strategic partnership with Navitas is continuing to prove successful and a consistent source of additional revenue.

Short Courses

In 2013 the ESL fee-for-service section saw significant growth. With the introduction of many new short courses, student numbers have shown a substantial increase allowing ESL to welcome more skilled lecturers to a growing team. This year also saw the creation of a new Cultural Awareness course which is set to be rolled out early in 2014 to students, teachers and industry.

Engineering, Resources and Construction

The Engineering, Resources and Construction (ERC) division continues to be WA's lead provider of higher level paraprofessional qualifications in Engineering, Building Design and Construction Technology, also delivering the widest range of entry level and second tier Mining qualifications in the State.

Central focuses on delivering professional training services to mining and engineering companies of all sizes in both metropolitan and regional and remote areas, through the development of industry specific solutions.

SCH target (profile only)	1,589,118
% of SCH target met	96.7%
Total number of students*	6,392
Total number of international students*	444
Total number of qualifications delivered (Certificate I and above)	86

* Figures are based on the student's highest qualification enrolment in 2013

Key personnel in the division include:

- Peter Ebell – Executive Director
- Paula Dewhurst – Portfolio Manager, Science, Resources & Environmental
- Ray Harris – Portfolio Manager, Engineering
- David Zanich – Portfolio Manager, Building Design & Construction

Building Design and Construction Technology

New VET in Schools

The 2013 launch of Certificate II in Building and Construction (paraprofessional pathway) by Central as a VET in Schools qualification is the culmination of a project that has been five years in the making. In line with Central's Schools Strategy, this qualification has pathways to Central's Certificates IV and Diplomas in Residential Drafting, Building Design and Building & Construction. These qualifications provide a pathway into the University of Western Australia (UWA) and Curtin University degrees via formal articulation arrangements.

Regional Delivery

Continuing on from the success of the regional delivery of the Builders Registration Diploma, Central commenced similar ventures in Albany and the South-West (on behalf of South West Institute of Technology), and continued with a second group of candidates in Geraldton. Central has now delivered this qualification to 50 individuals, who in

view of their regional location, would never otherwise have had such an opportunity.

International

The first time delivery of two Certificate IV qualifications in China (Residential Drafting in Jinhua and Building & Construction Estimating in Nantong) took place in 2013, with four academic staff travelling to aid delivery.

To further foster strong intercultural and networking relationships, three lecturers and six students from Jinhua were hosted at Central during four weeks of 2013 – a stay which included attendance at Central’s annual “Building Design Camp” in Denmark.

Higher Education

The portfolio continues strong formal articulation with the University of Western Australia’s Faculty of Architecture, Landscape and Visual Arts, which commenced in 2009. Each year approximately ten selected Central Diploma of Building Design students are admitted with advanced standing to the UWA Bachelor of Design Degree. In 2013, Central and UWA ensured continuity of this collaboration with refreshed agreements. The portfolio also has established links with VIA University in Denmark, with multiple two-way student exchanges taking place annually.

Engineering

Increase in Experiential Learning

In response to industry input, increasingly holistic, hands-on, and project- based delivery approaches have been introduced. For example, the Engineering portfolio entered the 2013 Electrical Vehicle Challenge against 23 competing teams. Two electric cars were entered, built by nine Mechatronics Engineering students. Central’s team won seven prizes in total, including Overall Winner and the ECU Design & Engineering Award.

Electrical Apprenticeship

An electrical trade apprenticeship was launched in 2013, as a natural follow-on from the electrical

pre-apprenticeships which have been running for two years. This niche program is designed to deliver high student outcomes, with excellent potential to offer female and Aboriginal candidates a well-supported pathway to high demand jobs in WA’s Mining, Energy and emerging smart manufacturing sectors.

Science, Resources and Environment

Strong Industry Engagement

The Science, Resources and Environment (SRE) portfolio has maintained and developed business links with resource based companies based locally and overseas, and both Government funded and commercial. Relationships have been established with such organisations as: Australian Contract Mining, Rock on Ground, Ok Tedi Mining Limited (offshore in Papua New Guinea), BHP Billiton, Swick, Consolidated Minerals, and the Department of Mines and Petroleum.

One 2013 success story was the commercial delivery of a customised Certificate II in Resource Processing designed and delivered by SRE staff to 30 employees of the AngloGold Ashanti Tropicana Gold Mine. Following the training, these employees poured the first gold bar on the mine site.

Aboriginal Training

Central was the training component of a successful initiative between Rio Tinto Iron Ore, Macmahons, Chamber of Minerals and Energy (CME)/Resource Industry Training Council (RITC), to train ten Aboriginal women for fly-in fly-out jobs in the industry. The program was nominated as a finalist in the “Outstanding Company Initiative” category for the Chamber of Minerals and Energy of WA’s 2013 Women in Resources awards.

Additionally, the business partnership with Rio Tinto in the Pilbara resulted in a significant increase in Aboriginal people undertaking training at Central.

Interaction with Schools

For the second year running, Central hosted “Get into Mining”, an annual interactive mining careers

Expo to inform high school students of the diversity of job roles and the right choice of education for a career in the field. Approximately 300 high school students were provided an opportunity for face-to-face conversations with professionals, and participated in hands-on activities in geology, underground metallurgy, environmental science, safety, hydrogeology, geophysics, geochemistry, various trades, human resources, and administration.

High Profile Visitors

Central has regular requests for visits by local and international delegates. In 2013, these included one by the outgoing WA Minister of Mines Norman Moore, a delegation of pan-African Resource and Mining Ministers, and top private sector employees and public sector officials from Mongolia, Indonesia, Malaysia and China.

Creative Industries and Enterprise

The Enterprise and Creative Industries portfolio was established in 2013 to bring together the portfolios of Business and Finance and the Creative industries. This offers new opportunities for cross disciplinary study, and further integration of short courses across the portfolios. The Creative Industries division has been a renowned part of the Institute since its inception and maintains its high reputation both nationally and internationally. The newly merged portfolio will continue to expand and evolve throughout 2014.

SCH target (profile only)	2,364,927
% of SCH target met	102.1%
Total number of students*	11,150
Total number of international students*	560
Total number of qualifications delivered (Certificate I and above)	184

* Figures are based on the student's highest qualification enrolment in 2013

Key personnel in the division include:

- Julie Zappa – Executive Director
- Digby DeBruin – Portfolio Manager, Art and Craft
- Bill Atkinson – Portfolio Manager, Applied Design
- Lawry Hill – Portfolio Manager, Media
- Sue Egerton – Portfolio Manager, Business and Management
- Maree Tabb – Portfolio Manager, Finance and Property Services

Art and Craft

Success for Jewellery Students

Central is producing some of the best young jewellers on the international stage. Jewellery apprentice Tayron Scagnetti won the silver medal in the jewellery category at the 42nd global Worldskills International competition in Leipzig, Germany.

Banshu Fashion Textile Program

Fashion student Samantha Balcombe, was selected for the 2014 Banshu Fashion Textile Program at Ozawa & Naigai Textile Mills in Japan. Selected participants go to Japan to work with Japanese textile companies on the development of fabrics based on their own designs.

Fashion Festival

Four graduate fashion designers represented Central at the Central Hyogo Banshu retrospective at the 2013 Perth Fashion Festival.

Sculpture

March 2013 saw the launch of the inaugural Sculpture@Bathers exhibition, the largest exhibition of West Australian sculpture to happen in Fremantle's history. The exhibition included 68 of Western Australia's most senior and emerging sculptors. Twenty nine of the exhibiting artists were either graduates or lecturers from Central's Art School.

Just prior to this, several Central Art lecturers and students once again achieved success in being

selected for the nationally known, “Sculpture by the Sea” event.

Development of Associate Degrees in Art and Design

As a Centre of Specialisation in Art and Design, Central is ideally placed in Western Australia to offer studio-based, higher education qualifications for training professional practitioners. These new internally developed qualifications position Central to be able to provide students with an introduction to a wide range of contemporary studio practices and theory that support their professional practice.

Design

“The Edge” Exhibition

Nine Central Product Design students were selected to exhibit at “The Edge”, an exhibition which is part of the Australian International Furniture Fair. Held in Sydney, the Edge is a leading international design competition renowned for unearthing the next generation of furniture design talent. It is an important and high profile event on the Australian Design Industry calendar.

“VIVID” Furnitex Exhibition

Thirteen Central Institute Product Design students were selected to exhibit at the Furnitex, Furniture, Decoration and Design Expo in Melbourne, which is Australia’s largest furniture and furnishings trade fair. “VIVID” is the centrepiece of the trade fair and showcases the work of contemporary and emerging designers of furniture and products.

Billy Blue Associate Degree in Applied Design (Commercial Interior Design)

2013 saw the Applied Design portfolio deliver the first year of the Associate Degree in Applied Design (Commercial Interior Design) qualification, in a licencing model arrangement with Billy Blue College of Design. The Applied Design staff achieved some amazing results with student feedback topping other states delivering the same qualification. During the recent TEQSA audit for CRICOS, the auditor commented on the quality of work, resources and staff commitment.

2014 will see the expansion of the licensing model with Billy Blue to deliver an Associate Degree/Degree qualification in Communication Design.

Information Technology (IT) Open Evening

The Open Evening was very successful and saw Central present working student websites, apps, programmed games and documentation examples from our top students. IT Programming and Web students are currently working with live clients to produce mobile applications (Shipwreck WA and Alzheimer’s Australia) and secured a live project in conjunction with ORACLE for 2014.

Central Hosts Poster Exhibitions

Central’s Graphic Design lecturer Brendan Hibbert, in conjunction with the Australian Graphic Design Association (AGDA), hosted two Poster Exhibitions at our Perth Campus to highlight issues surrounding women’s rights, health, maternal mortality and also raising awareness regarding sustainability and the Rio+20 Summit. Central was fortunate enough to be the first host to display the exhibition outside of Victoria.

Media

Diploma and Advanced Diploma of Television Broadcasting

Two new qualifications were developed and delivered in 2013 in support of a Memorandum of Understanding with Global Television and long standing training partnerships with ABC Television and Network Ten. Highlights of training delivery include:

- ABC Science Forum – students crewed in key roles with support and supervision from ABC technical staff.
- Telethon – students crewed on the live telecast and Central received very positive feedback from the program’s producer.

Students have been crewing on the outside broadcasts of major sporting events for Global Television. Many are already being paid as

freelancers on these events as their skills have reached industry standard.

Re-location of Radio courses from Perth campus to Music Skills at Leederville

Parts of the Music Skills delivery area at Leederville were converted to radio studios in support of the new Diploma of Commercial Radio. Highlights of delivery in 2013 include:

- Development of online student radio station “Boom Radio” promoting Music Skills student bands
- Student placements around regional WA, sponsored by industry partner Redwave Media
- Majority of graduates from the Diploma of Commercial Radio have secured full time paid work in the commercial radio industry at a national level.

Australian Training Awards

Students of the Advanced Diploma of Screen & Media were commissioned to produce videos for the national awards program, comprising interviews with the winners at the Perth Convention Centre.

West Australian Music Festival 2013

All streams of Music Skills and Radio were involved in running the Emerging Artists Wetland stage at the Perth Cultural Centre, with Central’s best students working with WAM to program performances from local up-and-comers and Song of the Year nominees. Central also launched their latest recordings from their own Richmond Street Records label on the day.

Professional Development Day for High School Media Specialists

Central held a sell-out professional development event that attracted more than 60 specialist Media high school teachers. The event was dedicated to the provision of information relating to media production, and was presented by Central educators, Media Production and Analysis teachers, and industry professionals. Key note speakers were 1996 Central graduate Denson Baker, who is now

a mid-career cinematographer, and the State Director of ABC Television, Mark Yates.

Gallery Central

Revealed

In 2013, Gallery Central presented 14 main space exhibitions, as well as ten in the showcase space. The highlight was the third “Revealed” project, which showcased emerging Aboriginal artists from WA in partnership with Department of Culture and the Arts WA. It saw over 50 remote artists and arts workers converge at Central for three days of exhibitions, workshops and networking.

Interactive Projects

An interactive screen project, “My Name Is Raj” by Canadian Indian Srinivas Krishna, was presented as part of Perth International Arts Festival. At the same time, Art in Beaufort St Shopfronts presented 11 artist windows, supported by the Metropolitan Redevelopment Authority.

Residency Partners

Our residency program consisted of nine residencies, with one international exchange achieved through collaboration with City of Perth and Taiwan Artist Village. Other residency collaborators were Perth International Arts Festival, Perth Institute of Contemporary Arts, DADAA Inc., Sculpture by the Sea, Perth Theatre Company and Turner Galleries Art Angels program.

Exhibition Partners

Exhibition collaborators included the Consulate-General of Japan in Perth, the Japan Foundation, Italian Consul, and Acacia Prison, and areas of Central’s Creative Industries portfolio.

Business and Management

Cross-institute Collaboration

Central’s Marketing and Advertising students worked with the Salvation Army to create a dynamic, student-focused coffee shop at their headquarters in William Street, Northbridge. Included in the project were students from the

Certificate III Community Services, the Certificate IV and Diploma of Interior Design, as well as the Salvation Army's own Barista Training School.

Industry events

Business and Management lecturers and students participated in a number of events during 2013. Students organised these events, gaining valuable experience in fund raising, arranging venues/catering, registrations, speakers, break-out sessions through to analysing evaluations and completing a final project report.

A highlight was participation in the "Dementia in the Arts" conference, which was undertaken in partnership with the Governance Council of the Dementia Foundation. The conference focused on how art assists dementia patients to reconnect with their current surroundings.

In addition, Central students and staff participated in the Amanda Young Foundation's "Young at Heart Health Conference", which centred upon generating support the foundation and raising awareness of the impacts of meningococcal disease.

Higher Education

Central entered a formal partnership with Curtin University in August 2013 to administer and deliver the Diploma of Commerce qualification from 2015. Central convened its first Course Advisory Committee and anticipate we will be ready to deliver in February 2015.

International Projects

Working with the International Centre, Business and Management developed a course for Year 11 and 12 students in Kenya to progress from a Certificate IV in Business to a Diploma of Business. It is based on Central's Virtual Enterprise model and the documents guide teachers on how to set up in their classrooms.

Also in consultation with the International Centre, the Business and Management team developed a course for Year 11 students in India to complete the Certificate III in Business Administration and the Certificate III in Business.

Centre for Business Solutions and Centre for Training Excellence

Centre for Business Solutions (CBS) has continued to deliver training to corporate (private and public) clients, and has recently won several significant tenders for 2014. Major clients during 2013 included: Perth Airport, John Holland, Rio Tinto, Department of Corrective Services, City of Melville, Department of Agriculture and Food WA, and Dale Alcock Homes.

In June 2013, the Centre for Training Excellence was officially launched by the Hon Terry Redman MLA. The purpose of the Centre is to provide VET educators with specialised training to support their continuous professional learning. The Centre will offer both accredited and non-accredited programs that will enable lecturers to stay up-to-date with a broad range of training and education oriented skills.

Finance and Property Services

Traineeship for Strata Management Industry

Working with the Financial, Administrative & Professional Services Training Council and Strata Community Australia WA, Central developed a new traineeship for workers in the Strata Management Industry. The Certificate IV in Property Services (Operations) was launched in February. New workers are enrolled in the traineeship and existing workers have been placed in a commercial, work-based option.

Online Development of Courses

Two courses that are delivered in the classroom and as traineeships now have an additional delivery option. Both the Certificate IV in Accounting and Certificate IV in Banking Services are now also delivered online.

Scholarship Program

A new scholarship program for Aboriginal students has been established for the Certificate IV in Legal Services. It will be sponsored by industry and will provide scholarships for at least two Aboriginal students.

Higher Education

In a partnership arrangement with Curtin University, Central's Business and Management and Finance and Property Services portfolios have developed a Diploma of Commerce that will provide students with credit for the first year of study in the Bachelor of Commerce at Curtin University. The course is due for commencement in 2015.

International

2013 is the second year that students at the Chongqing College of Electronic Engineering in Chongqing, China have completed the Certificate IV and Diploma of Accounting. Central's accounting qualifications continue to remain popular with many onshore international students.

Strategic Development

The Strategy and Development Division encompasses Academic Strategy and Innovation, Student and Delivery Support, International Market Development, Business Development and Aboriginal and Torres Strait Islander Support Services.

Key personnel in the division include:

- Jamie Mackaway – Executive Director
- Michele Poepjes – Director, Student and Delivery Support
- Jan Tekely – Director, International Market Development
- Garry Scott – Director, Business Development
- Derek Swarts – Director, Academic Strategy and Innovation

Academic Strategy and Innovation

Audit

A primary focus for Central in 2013 was the re-registration audit. A team of four Quality Academic Consultants (QACs) was formed in the lead up to the re-registration audit to provide additional support and guidance to staff to assist in preparations for the desktop and site audit.

The Institute's re-registration audit outcome was exceptionally positive overall with the auditors identifying many areas of good practice.

A major benefit of the audit preparation was an improved understanding of the standards and requirements. Staff feedback indicated improvements in practice through increased awareness of the standards.

E-learning

Central's e-learning strategy in 2013 was coordinated by the e-learning team, and included administration and support of the Blackboard Learning Management System.

Lecturer uptake of Blackboard has been very positive, and as at June 2013, 52 % of lecturers are active in Blackboard. It is anticipated that all lecturers will be active on Blackboard by the end of 2015.

Higher Education

2013 saw significant progress towards Central realising its strategy of achieving registration as a higher education (HE) provider.

Achievements in 2013 included:

- Signing of Curtin/Central contract
- Signing of a Memorandum of Understanding with University of Notre Dame
- Completion & submission of initial registration as a Higher Education Provider (HEP) to the Tertiary Education Quality Standards Agency (TEQSA)
- Signing of articulation agreement with Edith Cowan University
- Signing of USQ articulation agreement with University of Southern Queensland

UniConnect

The HE team project managed UniConnect, which saw in excess of 300 Central Diploma and Advanced Diploma students attend. UniConnect invited all Western Australian universities to make presentations to the students on the subject of articulation and receiving advanced credits for VET qualifications.

VET in Schools

In 2013 the focus has been on improving the process for VET in Schools (VETiS) Auspice and Profile. Stage one of the implementation of the Schools Strategy in the VETiS Profile area has been put into place. This year the VET in Schools profile applications were unusually large.

Scholarships

Academic Strategy and Innovation oversaw the awarding of 84 scholarships, including 17 Central scholarships, 30 James Campbell scholarships, and 37 scholarships sponsored by external businesses.

17 new and returning businesses completed agreements to sponsor Central scholarships next year across a range of portfolios and totalling \$56,430 in value.

International

International Training Provider of the Year

Central was successful in winning the International Training Provider of the Year award at the WA Training Awards for the third time in four years. Central's continuing success in this category is testament to the quality of programs and services provided to our international students.

Onshore Success

Central has maintained its onshore international student numbers in the face of large declines in the vocational sector across Australia. Central has the largest cohort of international students of all the state training providers with a 43% market share.

Success lies in part to the wide range of courses Central offers, as this cohort is evenly represented across learning portfolios.

Student Mobility

In 2013 Central sent students on study tours to the Philippines and Singapore, funded by the Outbound Mobility Program. Six Sports Development students and a lecturer spent ten days in Manila, and were hosted by the Australian International School (AIS). The AIS is the only school in Manila delivering the Western Australian

Certificate of Education and also has close ties to the Philippines Olympic Committee.

In November, six 3D Design students and lecturer Peter Kately visited Singapore to undertake a study tour of that city's growing art and design industry, including design schools and galleries.

While these international tours provide a great global experience for the students, they also enable Central to establish important connections in the Asian region.

Offshore Growth

Central's offshore business continued to grow in 2013. Contracts were renewed with a number of Chinese colleges, including the Zhejiang Vocational College of Commerce who added the Diploma of Accounting to the Graphic Design courses they already deliver. A new partnership was also formed with Nantong Textiles College, which signed a contract to deliver two Central courses: the Certificate IV in Estimating and the Diploma of Building and Construction.

Promotion of Central in Latin America

For the first time in 2013, Central took part in an education fair in Chile. The Expo Estudios En El Extranjero is the largest exhibition for international students in Chile. The South American country is a market Central has targeted as it shares a similar economy to Western Australian with a strong mining focus.

Student Administration, Services and Support

The Desk

The team introduced "The Desk" - an online mental health education service designed to help students develop new skills to solve problems and manage moods and anxiety. Complementary student mental health awareness workshops were also introduced by Central's Psychological Services.

Study Skills

A new "Study Skills" series of workshops were introduced by our Library and Student Support areas as a collaborative initiative to help students.

Workshops cover topics such as being organised, managing time, research skills, how to write assignments, effective presentations and preparing for exams.

Career Conference

The “What Now?... Got the Qual, Get the Job, Build the Career” student conference was introduced as a collaborative initiative between Diploma of Business and Management students and Central’s career services. The conference provides graduating students with an opportunity to hear from industry leaders on how to find jobs, what recruiters are looking for, how to prepare for an interview, and how to manage their career.

Online Library Service

Central’s library service has re-engineered its online database and journal service, which now makes it possible for students and staff to have 24/7 access to thousands of resources on campus, or remotely, simply and at no cost.

Admin Online

Student Services have made it easier for students to undertake many of the administrative aspects of their course through the introduction of online communication for the issue of important information. This includes online enrolment for new and continuing students, application for awards, web forms and a revamped student service website. Students can also now complete student administrative activities on site, via our new e-service hub.

Business Development

Local Government Managers Australia (LGMA) Training

Business Development, in partnership with LGMA, continued to leverage National Workforce Development Funding, to deliver training to employees of Local Government authorities in project management, management, business administration, accounting, financial services, frontline management and training and assessment. 624 training places were allocated in total, to more than 80 local government authorities throughout

the State. This program generated over \$1.5 million in commercial funds.

State Conference

For the fourth consecutive year, Central was a sponsor for the LGMA WA annual state conference for local government, enhancing Central’s reputation as the training provider of choice for local government. Central was also approached by LGMA WA to speak at their inaugural IT conference. A presentation was delivered by Central’s eLearning and Innovative Practices unit, outlining the changing demands of IT in the training market.

Publication

A revised publication entitled “Global Skills for Local Government”, endorsed by the LGMA WA, was produced in collaboration with Marketing, highlighting Central’s capability and achievements in Local Government training.

ECU Partnership

A new partnership with Edith Cowan University has led to Business Development providing advice and support on a committee for the commercial development of a new safety app called Riskspotter. The project will improve the risk awareness capabilities of resource industry workers by utilising tablet technology.

Financial Program

Business Development successfully brokered a student financial management program partnership with the Commonwealth Bank Foundation. The StartSmart Pathways Program recognises the financial management needs of young people on vocational pathways and offers a free financial literacy educational program.

Partnerships

Other partnerships and opportunities brokered by Business Development during 2013 include developing an Indigenous Employment Panel application with Crown at Burswood and a National Workforce Development Fund

application with the Chamber of Commerce and Industry WA.

Business Services

The Business Services Division encompasses Financial Services, Campus Management, Information Systems, Organisational Development, the Project Management Office, Performance and Planning, and Marketing.

Key personnel in the division include:

- Andrew Mulvey – Executive Director
- Mandy Taylor – Director, Financial Services
- Colin MacDonald – Director, Information Systems
- Gail Mitchell – Director, Performance and Planning
- Ann Bona – A/Director, Facilities
- Jane Nicolson – A/Director, Organisational Development
- Kenley Gordon – Manager, Marketing

Financial Services

Zero-based Budgeting

2013 was the first year in which Central applied a zero-based budget methodology to its financial management. This is a process by which managers build their own budgets from scratch, listing the level of staff and operating expenses required to achieve their operating and strategic objectives for the year ahead. This has driven a greater understanding of the budget across the Institute and built a level of flexibility within the budget process. It has given Executive more scope to allocate resources in a considered and efficient manner. The full benefits of this process will be unlocked over the years ahead as managers take greater ownership of their financial performance through more sophisticated financial planning.

Information Systems

Managing Space and Time

This project established the implementation of Institute-wide timetabling, providing considerable

ability for Central to efficiently manage resources, including facilities and teaching hours. The timetabling system has also provided the basis for the new 'MyTime' system that enables staff to more precisely manage their time in compliance with industrial agreements and financial record keeping requirements.

Five Year Technology Roadmap

The year saw completion of the \$2m investment in the Information Technology high performance network and virtual server technologies, to support all academic and administrative information services. The upgrade of network infrastructure at the Leederville and East Perth campuses was of principal focus in 2013.

Performance and Planning

Core Skills Development Pilot

This major project saw over 1,000 new students, across 9 learning portfolios, undertake an online Language Literacy and Numeracy assessment and enrol into core skills development classes. The assessment and development classes were designed to:

- target individual student needs;
- be directly relevant to the vocational program; and
- contribute to improving student outcomes.

An ongoing evaluation program was built into the design of this pilot, which has contributed to ongoing improvement and a decision to offer core skills development to all new students in 2014.

Facilities

Capital Works

In 2013, Central completed construction of the Community Health and Wellness Training Centre at the Mount Lawley campus. The Centre forms part of the REACH initiative, and was formally opened by Hon Terry Redman MLA in September.

Continuing capital work programs include the Green Skills Training Centre in East Perth, which is expected to be completed by mid-2014. Central

also initiated work to redevelop the 25 Aberdeen Street forecourt, which is due for completion in 2014.

Organisational Development

Workforce Plan 2012-15

Organisational Development has made progress on a number of actions arising from the Workforce Plan, 2012-2015. Key deliverables have included:

- A review of Recruitment and Selection and launch of new policy, guidelines and processes;
- A full review of Professional Development across the Institute to inform a new Professional Development Strategy;
- The launch of a new Academic Capability Framework;
- The development of a new Management for Performance policy and the initial development of 'MyPlan', an online management for performance tool; and
- Continuation of the 'Embedding our Values' project.

Marketing and Communications

The Marketing Unit is responsible for developing and driving Central's business strategy in relation to brand and reputation, service experience, product and service delivery, pricing, distribution promotion and communications and public relations.

Expo

Marketing secured the broadest presence of any Institute in the *Try a Skill* area of the Skills West Expo which enabled visitors to experience eight different Central program areas.

Awards

Central achieved its highest ever level (8) of student finalists at the State Training Awards.

REACH

Marketing completed the branding development, promotional activity and subsequent official launch of the REACH primary healthcare initiative.

Kaleidoscope

The team launched and now manage the new Central blog, Kaleidoscope. This medium provides a platform for Central news which is flexible, visual, social and much easier to distribute, to ensure success stories and student achievement can be shared with as wide an audience as possible.

Mining Open Day

Marketing's development of the second 'Get into Mining' open day event saw a doubling of attendee numbers from Perth schools across the metropolitan area. For the event, the team secured over 30 representatives from the Mining and Resources industry.

Office of the Managing Director

The Office of the Managing Director liaises with both the Institute's Governing Council and Executive Management Team in the management of Institute affairs, coordinates strategic and business planning and ministerial reporting processes, and manages all student and service complaints.

Complaints

Central Institute of Technology has a complaints management system and procedure designed to handle all student and service complaints and to ensure that all complaints are managed confidentially, efficiently, promptly and impartially in compliance with the Australian Standard on Complaints Handling (AS 4269). Central's complaints system provides for students and other stakeholders to lodge a complaint via the intranet or internet websites, by contacting Central's Student Services or directly with the Complaints Management Officer.

For the year 2013, a total of 104 complaints were recorded which represents a decrease from the 187 complaints recorded in 2012. Total complaints for 2013 represent 0.32% of the student population of 32,090 which is a decrease compared to 0.55% for the student population of 34,161 for 2012.

The complaints were resolved as follows: 81 by Central's internal processes to the satisfaction of all parties, 9 with the application of Central's By-Laws; 4 were anonymous or the complainant was unable to be contacted; 3 were referred to an Alternate Process; 1 matter was an Academic Appeal and 6 remain open and ongoing.

Future Skills WA

In August, the WA State Government launched the Future Skills initiative, which represents a major reform to the way training is subsidised and delivered in the VET system. Future Skills WA is part of a national reform process to introduce training entitlement, whereby all eligible students are guaranteed a place in a range of State priority training programs, and training is delivered on a demand basis.

Commencing on 1 January 2014, Future Skills WA will implement a new fee structure, which will see apprenticeships, traineeships, priority industry qualifications and foundation skills receive the highest rate of subsidy. The Future Skills WA initiative will inevitably impact Central, and it is anticipated that over the four-year rollout period of this reform the enrolment in Central's State subsidised courses may be affected by fees rises. However, Central is prepared for the likely transformation of the training sector, having built a strong commercial and international delivery platform that will allow the Institute to progressively withstand loss of public revenue and adapt its business model, its scale, and scope of activity, should that be necessary.

In anticipation of its introduction, considerable analysis and communication was undertaken relating to implementation and impacts of student entitlements in other jurisdictions. A tool was developed to support scenario planning and to model the impact of the student entitlement. Consequently, Central was well prepared for the implementation of the new policy arrangements.

Re-registration Audit

In September, Central underwent an Australian Quality Training Framework (AQTF) re-registration audit. This is an external audit that is undertaken every five years by the Training and Accreditation Council (TAC) to ensure the Institute meets the AQTF standards and demonstrates excellence service to students.

Central prepared for the audit by establishing a team of four Quality Academic Consultants, to provide additional support and guidance to staff in their preparations for the desktop and site audit. The Institute's preparatory efforts were rewarded by the achievement of great audit outcomes, with the auditors impressed by such areas: student support strategies; the support offered to lecturers to enhance their practitioner skills; and the improvement of staff culture and practice. After the only two minor non-compliances were identified and promptly rectified, Central received its renewal of registration in mid-November.

Teacher Qualification Requirements

In 2011, the National Skills Standards Council (NSSC) endorsed a new determination which specified the qualifications or competencies that must be held as a minimum by trainers and assessors in the VET sector. To ensure full compliance, VET providers were offered a transition period, and given until 1 July 2013 to meet the requirements of the new determination.

The determination has impacted all Central lecturers who are involved in the training and assessment covered by Nationally Recognised Training (NRT). During the transition period, Central ensured that all staff were aware of the NSSC requirements, and that relevant upskilling and training opportunities were made available. As a result of Central's strong compliance campaign, by the 1 July 2013 the vast majority of lecturing staff were compliant with the NSSC determination. However, Central continues to monitor staff qualifications, to ensure ongoing compliance.

Tertiary Sector

The place for VET in the tertiary sector continues to be a significant issue for Central. Policy at the state and national level continues to support increased participation, growth in higher level skills and skills deepening to improve productivity and learning outcomes and safeguard against skill shortages.

In 2013 the Institute progressed in its tertiary strategy, submitting its application to become a non-self-accrediting higher education provider to the Tertiary Education Quality Standards Agency (TEQSA). Upon approval of this application, an agreement between Central and Curtin University will see Central deliver the first year of Curtin's Bachelor of Commerce as the Diploma of Commerce.

Central also maintains articulation arrangements across a wide range of industry areas with numerous university partners, including: University of Western Australia, Curtin University, Murdoch University, Edith Cowan University, University of Southern Queensland, and Charles Sturt University.

Student Outcomes

Recognising that the factors contributing to student success and achievement are many and varied, the Institute's performance in measured student outcomes has continued to be a key priority. In an effort to provide continued support to our student cohort, Central has maintained the Student Success Centre and lecturer portal, and progressed its Language, Literacy and Numeracy (LLN) strategy by implementing an organisation-wide pilot. The Institute also restored the Managing Director's Student Success and Retention Committee, with the purpose of ensuring a coordinated and consistent approach to improving student outcomes.

Efforts placed into improving student outcomes have seen marked improvement in the Institute's module load completion rates (MLCR) and withdrawal rates. MLCR increased from 75.03% in 2012 to 79.19% in 2013, while the rate of withdrawal decreased from 8.27% in 2012 to 7.29% in 2013.



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

CENTRAL INSTITUTE OF TECHNOLOGY

Report on the Financial Statements

I have audited the accounts and financial statements of the Central Institute of Technology.

The financial statements comprise the Statement of Financial Position as at 31 December 2013, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

Governing Council's Responsibility for the Financial Statements

The Governing Council is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the Treasurer's Instructions, and for such internal control as the Governing Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Institute's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Governing Council, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Central Institute of Technology at 31 December 2013 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

Report on Controls

I have audited the controls exercised by the Central Institute of Technology during the year ended 31 December 2013.

Controls exercised by the Central Institute of Technology are those policies and procedures established by the Governing Council to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions.

Governing Council's Responsibility for Controls

The Governing Council is responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Central Institute of Technology based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Institute complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the controls exercised by the Central Institute of Technology are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions during the year ended 31 December 2013.

Report on the Key Performance Indicators

I have audited the key performance indicators of the Central Institute of Technology for the year ended 31 December 2013.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

Governing Council's Responsibility for the Key Performance Indicators

The Governing Council is responsible for the preparation and fair presentation of the key performance indicators in accordance with the Financial Management Act 2006 and the Treasurer's Instructions and for such controls as the Governing Council determines necessary to ensure that the key performance indicators fairly represent indicated performance.

Auditor's Responsibility

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Governing Council's preparation and fair presentation of the key performance indicators in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the key performance indicators of the Central Institute of Technology are relevant and appropriate to assist users to assess the Institute's performance and fairly represent indicated performance for the year ended 31 December 2013.

Independence

In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical requirements.

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators

This auditor's report relates to the financial statements and key performance indicators of the Central Institute of Technology for the year ended 31 December 2013 included on the Institute's website. The Institute's management is responsible for the integrity of the Institute's website. This audit does not provide assurance on the integrity of the Institute's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.

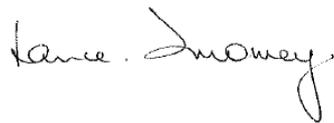


COLIN MURPHY
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
27 February 2014

certification of financial statements

The accompanying financial statements of Central Institute of Technology have been prepared in compliance with the provisions of the Financial Management Act 2006, from proper accounts and records to present fairly the financial transactions for the financial year ending 31 December 2012 and the financial position as at 31 December 2012.

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



Professor Lance Twomey AO
Chair
Governing Council
Central Institute of Technology
17 March 2014



Mr Neil Fernandes
Managing Director
Central Institute of Technology
17 March 2014



Ms Mandy Taylor
Chief Financial Officer
Central Institute of Technology
17 March 2014

Central Institute of Technology

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2013

2013

2012

	Notes	\$	\$
COST OF SERVICES			
Expenses			
Employee benefits expense	7	91,312,023	93,834,013
Supplies and services	8	25,423,218	26,798,973
Depreciation and amortisation expense	9	6,611,935	5,593,222
Grants and subsidies	10	1,550	3,240
Cost of sales	15	648,227	614,563
Loss on disposal of non-current assets	19	-	7,866
Other expenses	11	7,644,203	7,952,269
Total cost of services		131,641,156	134,804,146
Income			
Revenue			
Fee for service	12	16,954,807	16,027,955
Student fees and charges	13	11,400,184	11,222,415
Ancillary trading	14	186,517	336,542
Sales	15	665,290	763,532
Commonwealth grants and contributions	16	14,341,010	16,134,585
Interest revenue	17	2,309,463	2,857,656
Other revenue	18	1,283,092	1,084,587
Total revenue		47,140,364	48,427,272
Gains			
Gains on disposal of non-current assets	19	5,011	-
Total Gains		5,011	
Total income other than income from State Government		47,145,374	48,427,272
NET COST OF SERVICES		(84,495,782)	(86,376,875)
INCOME FROM STATE GOVERNMENT	20		
Service appropriation		85,597,569	87,308,993
Resources received free of charge		1,790,385	1,635,598
Total income from State Government		87,387,954	88,944,591
SURPLUS/(DEFICIT) FOR THE PERIOD		3,034,054	2,567,717
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation surplus	31	4,232,925	3,494,688
Total other comprehensive income		4,232,925	3,494,688
TOTAL COMPREHENSIVE INCOME/(DEFICIT) FOR THE PERIOD		7,266,979	6,062,405

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Central Institute of Technology

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2013

		2013	2012
	Notes	\$	\$
-			
ASSETS			
Current Assets			
Cash and cash equivalents	32	17,549,790	29,373,171
Restricted cash and cash equivalents	21,32	8,978,644	17,682,458
Inventories	22	197,953	273,533
Receivables	23	5,589,939	6,282,292
Other current assets	24	17,609,107	1,009,374
Total Current Assets		49,925,434	54,620,828
Non-Current Assets			
Property, plant and equipment	25	278,117,887	268,184,581
Total Non-Current Assets		278,117,887	268,184,581
TOTAL ASSETS		328,043,321	322,805,408
LIABILITIES			
Current Liabilities			
Payables	28	5,322,711	5,186,012
Provisions	29	15,173,410	15,061,285
Other current liabilities	30	1,652,544	2,882,435
Total Current Liabilities		22,148,665	23,129,732
Non-Current Liabilities			
Provisions	30	3,153,629	4,404,355
Total Non-Current Liabilities		3,153,629	4,404,355
TOTAL LIABILITIES		25,302,294	27,534,087
NET ASSETS		302,741,027	295,271,322
EQUITY	31		
Contributed equity		76,759,250	76,556,523
Reserves		112,358,148	108,125,224
Accumulated surplus/(deficit)		113,623,629	110,589,575
TOTAL EQUITY		302,741,027	295,271,322

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

Central Institute of Technology

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2013

		2013	2012
	Notes	\$	\$
-			
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation - Department of Training and Workforce Development		84,853,540	85,749,491
Capital appropriation - Department of Training and Workforce Development		202,727	1,186,688
Net cash provided by State Government		85,056,267	86,936,179
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(92,068,252)	(90,934,626)
Supplies and services		(23,139,006)	(25,641,829)
Grants and subsidies		(1,550)	(3,240)
GST payments on purchases		(3,755,510)	(3,386,502)
GST payments to taxation authority		(148,319)	-
Other payments		(8,100,212)	(7,951,444)
Receipts			
Fee for service		17,223,815	15,102,057
Student fees and charges		10,993,253	11,055,606
Ancillary trading		185,788	336,542
Commonwealth grants and contributions		15,155,550	16,134,585
Interest received		2,227,878	2,957,292
GST receipts on sales		1,893,619	1,720,518
GST receipts from taxation authority		1,772,662	1,721,929
Other receipts		1,770,345	1,859,939
Net cash provided by/(used in) operating activities	32	(75,989,939)	(77,029,173)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(12,501,173)	(6,518,332)
Receipts			
Proceeds from sale of non-current physical assets		7,650	8,007
Net cash provided by/(used in) investing activities		(12,493,523)	(6,510,325)
Net increase/(decrease) in cash and cash equivalents		(3,427,195)	3,396,681
Cash and cash equivalents at the beginning of period		47,055,629	43,658,948
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD		43,628,434	47,055,629

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

Central Institute of Technology
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2013

	Notes	Contributed Equity \$	Reserves \$	Accumulated Surplus / (Deficit) \$	Total Equity \$
-					
Balance at 1 January 2012		7,049,879	104,630,535	108,021,589	219,702,273
Changes in accounting policy or correction of prior period errors		-	-	-	-
Restated balance at 1 January 2012		7,049,879	104,630,535	108,021,859	219,702,273
Surplus/(deficit)		-	-	2,567,717	2,567,717
Other comprehensive income		-	3,494,688	-	3,494,688
Total comprehensive income for the period			3,494,688	2,567,717	6,062,405
Transaction with owners in their capacity as owners :					
Capital appropriations		69,506,644	-	-	69,506,644
Total		69,506,644	-	-	69,506,644
Balance at 31 December 2012		76,556,523	108,125,224	110,589,575	295,271,322
Balance at 1 January 2013		76,556,523	108,125,224	110,589,575	295,271,322
Surplus/(deficit)		-	-	3,034,054	3,034,054
Other comprehensive income		-	4,232,925	-	4,232,925
Total comprehensive income for the period		-	4,232,925	3,034,054	7,275,082
Transaction with owners in their capacity as owners:					
Capital appropriations		202,727	-	-	202,727
Total		202,727	-	-	202,727
Balance at 31 December 2013		76,759,250	112,358,148	113,623,629	302,741,027

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

**CENTRAL INSTITUTE OF TECHNOLOGY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013**

Australian Accounting Standards

(a) General

The Institute's financial statements for the year ended 31 December 2013 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' refers to Standards and Interpretations issued by the Australian Accounting Standard Board (AASB).

The Institute has adopted any applicable new and revised Australian Accounting Standards from their operative dates.

(b) Early adoption of standards

The Institute cannot early adopt an Australian Accounting Standard unless specifically permitted by Treasurer's Instruction (TI) 1101 'Application of Australian Accounting Standards and Other Pronouncements'. There has been no early adoption of Australian Accounting Standards that have been issued or amended (but not operative) by the Institute for the annual reporting period ended 31 December 2013.

I. Summary of significant accounting policies

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

(a) General statement

The Institute is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB 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 Management Act 2006* and the Treasurer's Instructions impose legislative provisions that govern the preparation of financial statements and take precedence over the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(b) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for land and buildings which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars (\$).

Note 3 'Judgements made by management in applying accounting policies' discloses judgements that have been made in the process of applying the Institute's accounting policies resulting in the most significant effect on amounts recognised in the financial statements.

Note 4 'Key sources of estimation uncertainty' discloses key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(c) Reporting entity

The reporting entity comprises the Institute and entities listed at note 39 'Related bodies'.

(d) Contributed equity

AASB Interpretation 1038 '*Contributions by Owners Made to Wholly-Owned Public Sector Entities*' requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 '*Contributions by Owners Made to Wholly Owned Public Sector Entities*' and have been credited directly to Contributed Equity.

The transfers of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal. See note 30 'Equity'.

(e) Income

Revenue recognition

Revenue is recognised and measured at the fair value of consideration received or receivable.

The majority of operating revenue of the Institute represents revenue earned from student fees and charges, fee for service, ancillary services, trading activities and Commonwealth grants and contributions.

The following specific recognition criteria must also be met before revenue is recognised for the major business activities as follows:

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably.

Provision of services

Revenue is recognised by reference to the stage of completion of the transaction.

Interest

Revenue is recognised as the interest accrues.

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Institute obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners 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.

Service appropriations

Service Appropriations are recognised as revenues at fair value in the period in which the Institute gains control of the appropriated funds. The Institute gains control of appropriated funds at the time those funds are deposited to the bank account.

State funds

The funds received from the Department of Training and Workforce Development in respect of the delivery of services forming part of the Delivery Performance Agreement are included in State funds, disclosed under 'Income from State Government'. They are the result of training successfully tendered for under competitive tendering arrangements. This revenue is recognised at nominal value in the period in which the Institute meets the terms of the Agreement. See note 19 'Income from State Government'.

Gains

Realised and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

(f) Property, plant and equipment*Capitalisation/expensing of assets*

Items of property, plant and equipment and infrastructure costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Where applicable in accordance with TI 1101, the capitalisation threshold has been applied to the aggregate value of a group or network of assets where the cost of individual item may be below the threshold but collectively the cost of the items in the group or network exceeds the threshold. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

Initial recognition and measurement

Property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land and buildings and historical cost for all other property, plant and equipment. Land and buildings are carried at fair value less accumulated depreciation (buildings only) and accumulated impairment losses.

All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

In the absence of market-based evidence, fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Where the fair value of buildings is determined on the depreciated replacement cost basis, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount. Fair value for restricted use land is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land less estimated rehabilitation costs (low restricted use land).

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuation Services) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated useful life.

Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets. Refer to note 24 'Property, plant and equipment' for further information on revaluations.

Derecognition

Upon disposal or derecognition of an item of property, plant and equipment, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets as described in note 24 'Property, plant and equipment'.

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is calculated using the straight line method using rates which are reviewed annually.

Estimated useful lives for each class of depreciable asset are:

Buildings	40 years
Plant, furniture and general equipment	5 to 25 years
Computing, communications and software ⁽⁴⁾	1 to 15 years

^(a) Software that is integral to the operation of related hardware.

Works of art controlled by the Institute are classified as property, plant and equipment. These are anticipated to have indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period and so no depreciation has been recognised.

Land is not depreciated.

(g) Impairment of assets

Property, plant and equipment, infrastructure and intangible assets are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. As the Institute is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of assets' future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at the end of each reporting period irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

See note 26 'Impairment of assets' for the outcome of impairment reviews and testing. See note 2(m) 'Receivables' and note 22 'Receivables' for impairment of receivables.

(h) Leases

The Institute has entered into operating lease arrangements for computers, computing equipment and motor vehicles. Lease payments are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased assets. See Note 32 'Commitments'.

(i) Financial instruments

In addition to cash and bank overdraft, the Institute has two categories of financial instruments:

- Loans and receivables; and
- Financial liabilities measured at amortised cost.

These have been disaggregated into the following classes:

Financial assets

- Cash and cash equivalents
- Restricted cash and cash equivalent
- Receivables

Financial liabilities

- Payables

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

(j) Cash and cash equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalents include restricted cash and cash equivalents. These are comprised of cash on hand and term deposits that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

(k) Accrued salaries

Accrued salaries (see note 28 'Payables') 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. Accrued salaries are settled within a fortnight of the financial year end. The Institute considers the carrying amount of accrued salaries to be equivalent to its fair value.

The accrued salaries suspense account (see note 20 'Restricted cash and cash equivalents') consists of amounts paid annually into a suspense account over a period of ten financial years to largely meet the additional cash outlay in each eleventh year when 27 pay days occur instead of the normal 26. No interest is received on this account.

(l) Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate to each particular class of inventory, with the majority being measured on a first in first out basis.

Inventories not held for resale are measured at cost unless they are no longer required, in which case they are measured at net realisable value.

See note 21 'Inventories'.

(m) Receivables

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written off against the allowance account. The allowance for uncollectible amounts (doubtful debts)

is raised when there is objective evidence that the Institute will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days. See note 2(i) 'Financial instruments' and note 22 'Receivables'.

(n) Payables

Payables are recognised when the Institute becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days. See note 2(i) 'Financial instruments' and note 27 'Payables'.

(o) Provisions

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period. See note 28 'Provisions'.

(i) Provisions - employee benefits

All annual leave and long service leave provisions are in respect of employees' services up to the end of the reporting period.

Annual leave

Annual leave that is not expected to be settled wholly within 12 months after the end of the reporting period is considered to be 'other long-term employee benefits'. The annual leave liability is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability as the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Long service leave

The liability for long service leave expected to be settled within 12 months after the end of the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled.

Long service leave that is not expected to be settled within 12 months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Unconditional long service leave provisions are classified as current liabilities as the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Institute has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

A liability for long service leave is recognised after an employee has completed four years of service based on remuneration rates current as at the end of the reporting period.

An actuarial assessment of long service leave undertaken by PriceWaterhouseCoopers Actuaries at 31 December 2013 determined that the liability measured using the short hand measurement technique above was not materially different from the liability determined using the present value of expected future payments. This calculation is consistent with the Institute's experience of employee retention and leave taken.

Unconditional long service leave provisions are classified as current liabilities as the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Institute has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

Deferred Leave

The provision for deferred leave relates to Public Service employees who have entered into an agreement to self-fund an additional twelve months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. This liability is measured on the same basis as annual leave. Deferred leave is reported as a current provision as employees can leave the scheme at their discretion at any time.

Superannuation

The Government Employees Superannuation Board (GESB) and other funds administer public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees vary according to commencement and implementation dates.

Eligible employees contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members since 1987, or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members since 1995.

Employees commencing employment prior to 16 April 2007 who were not members of either the Pension Scheme or the GSS became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). From 30 March 2012, existing members of the WSS or GESBS and new employees were able to choose their preferred superannuation fund. The Institute makes concurrent contributions to GESB or other funds on behalf of employees in compliance with the *Commonwealth Government's Superannuation Guarantee (Administration) Act 1992*. Contributions to these accumulation schemes extinguish the Institute's liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

The GSS is a defined benefit scheme for the purposes of employees and whole of government reporting. However, it is a defined contribution plan for Institute purposes because the concurrent contributions (defined contributions) made by the Institute to GESB extinguishes the Institute's obligations to the related superannuation liability.

The Institute has no liabilities under the Pension schemes or the GSS. The liabilities for the unfunded Pension Scheme and the unfunded GSS transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS obligations are funded by concurrent contributions made by the Institute to the GESB.

The GESB makes all benefit payments in respect of the Pension Scheme and GSS, and is recouped from the Treasurer for the employer's share. See also note 2(p) 'Superannuation expense'.

(ii) Provisions - other

Employment on-costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Institute's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'. (See note 10 'Other expenses' and note 27 'Provisions'.)

(p) Superannuation expense

The superannuation expense in the Statement of Comprehensive Income comprises of employer contributions paid to the GSS (concurrent contributions), the West State Superannuation Scheme (WSS), the GESB Super Scheme (GESBS) and other superannuation funds.

(q) Resources received free of charge or for nominal cost

Resources received free of charge or for nominal cost that the Institute would otherwise purchase if not donated, are recognised as income at the fair value of the assets or services where they can be reliably measured. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income.

(r) Comparative figures

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

3. Judgements made by management in applying accounting policies

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Institute evaluates these judgements regularly.

Operating Lease Commitments

The Institute has entered into a commercial lease and has determined that the lessor retains substantially all the significant risks and rewards incidental to ownership of the property. Accordingly, the lease has been classified as an operating lease.

4. Key sources of estimation uncertainty

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Long Service Leave

Several estimations and assumptions in calculating the Institute's long service leave provision include expected future salary rates, discount rates, employee retention rates and expected future payments. Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

5. Disclosure of changes in accounting policy and estimates

Initial application of an Australian Accounting Standard

The Institute has applied the following Australian Accounting Standards effective for annual reporting periods beginning on or after 1 January 2013 that impacted on the Institute.

AASB 13	<i>Fair Value Measurement</i>
	This Standard defines fair value, sets out a framework for measuring fair value and requires additional disclosures for fair value measurements for non-financial assets and liabilities. There is no financial impact.
AASB 119	<i>Employee Benefits</i>
	<i>This Standard supersedes AASB 119 (October 2010), making changes to the recognition, presentation and disclosure requirements.</i>
	The Institute assessed employee leave patterns to determine whether annual leave is a short-term or other long-term employee benefit. The resultant discounting of annual leave liabilities that were previously measured at the undiscounted amounts is not material.
AASB 2011-8	<i>Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 111, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Int 2, 4, 12, 13, 14, 17, 19, 131 & 132]</i>
	This Standard replaces the existing definition and fair value guidance in other Australian Accounting Standards and Interpretations as the result of issuing AASB 13 in September 2011. There is no financial impact.
AASB 2011-9	<i>Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049]</i>
	This Standard requires to group items presented in other comprehensive income on the basis of whether they are potentially reclassifiable to profit or loss subsequently (reclassification adjustments). There is no financial impact.
AASB 2011-10	<i>Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Int 14]</i>
	This Standard makes amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 119 in September 2011. The resultant discounting of annual leave liabilities that were previously measured at the undiscounted amounts is not material.

AASB 2012-2	<p><i>Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities [AASB 7 & 132]</i></p> <p>This Standard amends the required disclosures in AASB 7 to include information that will enable users of an entity's financial statements to evaluate the effect or potential effect of netting arrangements, including rights of set-off associated with the entity's recognised financial assets and recognised financial liabilities, on the entity's financial position. There is no financial impact.</p>
AASB 2012-5	<p><i>Amendments to Australian Accounting Standards arising from Annual Improvements 2009-11 Cycle [AASB 1, 101, 116, 132 & 134 and Int 2]</i></p> <p>This Standard makes amendments to the Australian Accounting Standards and Interpretations as a consequence of the annual improvements process. There is no financial impact.</p>
AASB 2012-6	<p><i>Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures [AASB 9, 2009-11, 2010-7, 2011-7 & 2011-8]</i></p> <p>This Standard amends the mandatory effective date of AASB 9 Financial Instruments to 1 January 2015 (instead of 1 January 2013). Further amendments are also made to numerous consequential amendments arising from AASB 9 that will now apply from 1 January 2015. There is no financial impact.</p>
AASB 2012-9	<p><i>Amendment to AASB 1048 arising from the Withdrawal of Australian Int 1039</i></p> <p>The withdrawal of Int 1039 Substantive Enactment of Major Tax Bills in Australia has no financial impact for the Institute during the reporting period and at balance date. Measurement of tax assets and liabilities continues to be measured in accordance with enacted or substantively enacted tax law pursuant to AASB 112.46-47.</p>
AASB 2012-10	<p><i>Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127, 128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 & 2011-7 and Int 12]</i></p> <p>The Standard introduces a number of editorial alterations and amends the mandatory application date of Standards for not-for-profit entities accounting for interests in other entities. There is no financial impact.</p>

Voluntary changes in accounting policy

No voluntary changes in accounting policy have been made.

Future impact of Australian Accounting Standards not yet operative

The Institute cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Institute has not applied early any of the following Australian Accounting Standards that may impact the Institute. Where applicable, the Institute plans to apply these Australian Accounting Standards from their application date

	Title	Operative for reporting periods beginning on / after
Int 21	<p><i>Levies</i></p> <p>This Interpretation clarifies the circumstances under which a liability to pay a government levy imposed should be recognised. There is no financial impact for the Institute at reporting date.</p>	1 Jan 2014
AASB 9	<p><i>Financial Instruments</i></p> <p>This Standard supersedes AASB 139 <i>Financial Instruments: Recognition and Measurement</i>, introducing a number of changes to accounting treatments.</p> <p>The mandatory date of this Standard was amended to 1 January 2015. The Institute has not yet determined the application or the potential impact of the Standard for agencies.</p>	1 Jan 2015
AASB 10	<p><i>Consolidated Financial Statements</i></p> <p>This Standard, issued in August 2011, supersedes AASB 127 <i>Consolidated and Separate Financial Statements</i> and Int 112 <i>Consolidation – Special Purpose Entities</i>, introducing a number of changes to accounting treatments.</p> <p>Mandatory application was deferred by one year for not-for-profit entities by AASB 2012-10 <i>Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments</i>. The adoption of the new Standard has no financial impact for the Institute as it doesn't impact accounting for related bodies and the Institute has no interests in other entities.</p>	1 Jan 2014
AASB 11	<p><i>Joint Arrangements</i></p> <p>This Standard, issued in August 2011, supersedes AASB 131 <i>Interests in Joint Ventures</i>, introducing new principles for determining the type of joint arrangement that exists, which are more aligned to the actual rights and obligations of the parties to the arrangement.</p> <p>Mandatory application of the Standard was deferred by one year for not-for-profit entities by AASB 2012-10. There is no financial impact for the Institute as the new standard will continue to require proportional consolidation of the Institute's rights to assets and liabilities for the unincorporated joint operation.</p>	1 Jan 2014
AASB 12	<p><i>Disclosure of Interests in Other Entities</i></p> <p>This Standard, issued in August 2011, supersedes disclosure requirements under AASB 127 <i>Consolidated and Separate Financial Statements</i>, AASB 128 <i>Investments in Associates</i> and AASB 131 <i>Interests in Joint Ventures</i>. Mandatory application was deferred by one year for not-for-profit entities by AASB 2012-10. There is no financial impact.</p>	1 Jan 2014

	Title	Operative for reporting periods beginning on / after
AASB 127	<p><i>Separate Financial Statements</i></p> <p>This Standard, issued in August 2011, supersedes AASB 127 Consolidated and Separate Financial Statements, removing the consolidation requirements of the earlier standard whilst retaining accounting and disclosure requirements for the preparation of separate financial statements. Mandatory application was deferred by one year for not-for-profit entities by AASB 2012-10. There is no financial impact.</p>	1 Jan 2014
AASB 128	<p><i>Investments In Associates and Joint Ventures</i></p> <p>This Standard issued in August 2011, supersedes AASB 128 Investments in Associates, introducing a number of clarifications for the accounting treatments of changed ownership interest.</p> <p>Mandatory application was deferred by one year for not-for-profit entities by AASB 2012-10. The adoption of the new Standard has no financial impact for the Institute as it doesn't hold investments in associates or and the accounting treatments for joint operations is consistent with current practice.</p>	1 Jan 2014
AASB 1055	<p><i>Budgetary Reporting</i></p> <p>This Standard specifies the nature of budgetary disclosures, the circumstances in which they are to be included in the general purpose financial statements of not-for-profit entities within the General Government Sector. The Institute will be required to disclose additional budgetary information and explanations of major variances between actual and budgeted amounts, though there is no financial impact.</p>	1 July 2014
AASB 2009-11	<p><i>Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Int 10 & 12]</i></p> <p>[modified by AASB 2010-7]</p>	1 Jan 2015
AASB 2010-7	<p><i>Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Int 2, 5, 10, 12, 19 & 127]</i></p> <p>This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The Institute has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2015
AASB 2011-7	<p><i>Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Int 5, 9, 16 & 17]</i></p> <p>This Standard adds application guidance to AASB 132 to address inconsistencies identified in applying some of the offsetting criteria, including clarifying the meaning of "currently has a legally enforceable right of set-off" and that some gross settlement systems may be considered equivalent to net settlement.</p> <p>The Institute does not routinely hold financial assets and financial liabilities that it intends to settle on a net basis, therefore there is no financial impact.</p>	1 Jan 2014
AASB 2012-3	<p><i>Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132]</i></p> <p>This Standard adds application guidance to AASB 132 to address inconsistencies identified in applying some of the offsetting criteria, including clarifying the meaning of "currently has a legally enforceable right of set-off" and that some gross settlement systems may be considered equivalent to net settlement.</p> <p>The Standard was issued in June 2012. The Institute has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2014
AASB 2013-3	<p><i>Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets.</i></p> <p>This Standard introduces editorial and disclosure changes. There is no financial impact.</p>	1 Jan 2014
AASB 2013-4	<p><i>Amendments to Australian Accounting Standards – Novation of Derivatives and Continuation of Hedge Accounting [AASB 139]</i></p> <p>This Standard permits the continuation of hedge accounting in circumstances where a derivative, which has been designated as a hedging instrument, is novated from one counterparty to a central counterparty as a consequence of laws or regulations. The Institute does not routinely enter into derivatives or hedges; therefore there is no financial impact.</p>	1 Jan 2014
AASB 2013-8	<p><i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities [AASB 10, 12 & 1049].</i></p> <p>The amendments, issued in October 2013, provide significant guidance to clarify whether determine whether a not-for-profit entity controls another entity when financial returns aren't a key attribute of the investor's relationship. The Standard has no financial impact in its own right, rather the impact results from the adoption of the amended AASB 10</p>	1 Jan 2014

Changes in Accounting Estimates

There have been no changes in accounting estimates.

Central Institute of Technology**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013**

	2013	2012
	\$	\$
6 Employee benefits expense		
Wages and salaries (a)	83,417,336	85,813,721
Superannuation - defined contribution plans (b)	7,894,687	8,020,292
	91,312,023	93,834,013
<p>(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component, leave entitlements including superannuation contribution component.</p> <p>(b) Defined contribution plans include West State, and Gold State and GESBS and other eligible funds.</p> <p>Employment on-costs expenses, such as workers' compensation insurance, are included at note 10 'Other expenses'. Employment on-costs liability is included at note 27 'Provisions'.</p>		
7 Supplies and services		
Consumables and minor equipment	3,008,790	3,422,091
Communication expenses	788,942	640,118
Utilities expenses	2,918,888	3,044,953
Consultancies and contracted services	10,619,642	11,376,273
Minor works	3,907,716	4,222,090
Repairs and maintenance	265,957	208,617
Operating lease and hire charges	1,467,388	1,478,997
Travel and passenger transport	342,502	434,740
Advertising and public relations	536,105	513,805
Supplies and services - other	1,567,288	1,457,289
	25,423,218	26,798,973
8 Depreciation and amortisation expense		
<i>Depreciation</i>		
Buildings	5,128,186	4,226,916
Plant, furniture and general equipment	605,307	646,793
Computers and communication network	878,442	719,513
Total depreciation	6,611,935	5,593,222
9 Grants and subsidies		
<i>Recurrent</i>		
Apprentices and trainees (travel, accommodation and other off-the-job assistance)	-	240
Other	1,550	3,240
	1,550	3,480
	2013	2012
10 Other expenses		
Building maintenance	1,932,156	1,931,297

Doubtful debts expense	23,860	190,585
Employment on-costs (a)	5,474,711	5,548,328
Donations	9,091	1,818
Student prizes and awards	119,288	84,903
Losses and write-offs	6,484	163,977
Interest Expense	1,141	20,517
Other (b)	77,472	10,844
	7,644,203	7,952,269

(a) Employment on-costs - Includes workers' compensation insurance and other employment on-costs. The on-costs liabilities associated with the recognition of annual and long service leave liabilities are included at note 27 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

(b) Includes refunds issued for prior year course delivery.

11 Fee for service

Fee for service - general	7,122,457	6,206,962
Fee for service - Department of Training and Workforce Development	261,875	184,426
Fee for service - Government (other than Department of Training & Workforce Development)	1,146	59,581
International division fees	9,569,329	9,543,213
Fee for service - other	-	33,773
	16,954,807	16,027,955

12 Student fees and charges

Tuition fees	6,765,024	6,750,099
Enrolment fees	12,288	(2,085)
Resource fees	4,513,026	4,357,964
Other college fees	109,846	116,437
	11,400,184	11,222,415

13 Ancillary trading

Live works (not a trading activity)	83,844	106,679
Other ancillary revenue	102,673	229,863
	186,517	336,542

14 Trading profit/(loss)

Bookshop:		
Sales	665,290	763,532
Cost of sales:		
Opening inventory	(249,698)	(259,007)
Purchases	(576,504)	(605,253)
	(826,202)	(864,260)
Closing inventory	177,975	249,697
Cost of goods sold	(648,227)	(614,563)
Trading profit/(loss) - Bookshop	17,063	148,969

See note 2(l) 'Inventories' and note 21 'Inventories'.

2013

2012

15 Commonwealth grants and contributions

Commonwealth specific purpose grants and contributions (a)	14,341,010	14,134,585
Commonwealth capital grants and contributions - Greenskills Building	-	2,000,000
	14,341,010	16,134,585

(a) These grants include:

- Funding from Department of Immigration and Citizenship for the Adult Migrant Education program - \$12,424,523
- Funding provided for the Better Skills for Better Care programs - \$983,190
- Funding provided for the Workplace English Language and Literacy programs - \$391,278

16 Interest revenue

Interest revenue (from main operating account and short term deposits held at various banks)	2,309,463	2,857,656
	2,309,463	2,857,656

17 Other revenue

Rental and facilities fees	581,194	495,919
Other direct grants and subsidy revenue	64,793	25,541
Copyright and royalties revenue	1,666	-
Sponsorship and donations revenue	262,773	116,926
Miscellaneous revenue	372,665	446,201
	1,283,091	1,084,587

18 Net gain/(loss) on disposal of non-current assetsProceeds from disposal of non-current assets

Plant, furniture and general equipment	7,651	5,554
Computers and communication network	-	1,533
Works of art	-	920
Total proceeds from disposal of non-current assets	7,651	8,007

Costs of disposal of non-current assets

Computers and communication network	(965)	-
Works of art	(1,675)	(15,873)
Total cost of disposal of non-current assets	(2,640)	(15,873)

Net gain/(loss)

	5,011	(7,866)
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See note 24 'Property, plant and equipment'.

19 Income from State GovernmentAppropriation received during the yearService appropriation (a) (State funds received from Department of Training and Workforce Development):

Delivery and Performance Agreement (DPA)	83,585,801	84,685,356
Other recurrent funds	2,114,001	2,623,637
Capital works transferred	39,649	-
Total State funds	85,739,451	87,308,993

	2013	2012
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Services received free of charge from other Government Agencies during the financial period

Department of Training and Workforce Development		
- Corporate systems support	1,200,649	1,086,074
- Marketing and publications	7,053	9,887
- Human resources, and industrial relations support	77,208	64,970
- Other	481,316	457,014
	<u>1,766,226</u>	<u>1,617,945</u>
Other Government (State Solicitor's Office)	24,159	17,654
Total resources received free of charge	<u>1,790,385</u>	<u>1,635,598</u>
Total income from State Government	87,529,836	88,944,591

- (a) Service appropriations fund the net cost of services delivered. Appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the budgeted depreciation expense for the year and any agreed increase in leave liability during the year
- (b) Discretionary transfers of assets (including grants) and liabilities between State Government agencies are reported under Income from State Government. Transfers of assets and liabilities in relation to a restructure of administrative arrangements are recognised as distribution to owners by the transferor and contribution by owners by the transferee under AASB 1004 in respect of net assets transferred. Other non-discretionary non-reciprocal transfers of assets and liabilities designated as contributions by owners under TI 955 are also recognised directly to equity.

20 Restricted cash and cash equivalents

Current

(a) Accrued salaries suspense account (27 th pay provision)	2,969,000	-
(b) Specific capital works programs	5,981,061	14,998,534
(c) Awards	28,583	27,924
	<u>8,978,644</u>	<u>15,026,458</u>

Non-current

(a) Accrued salaries suspense account (27 th pay provision)	-	2,656,000
	<u>-</u>	<u>2,656,000</u>

Current

- (a) The Restricted Cash associated with the 27th Pay provision has been classified as current as at 31st December 2013 as the payment will be made on the 31st December 2014.
- (b) Capital Infrastructure under Greenskills funding provided by the Commonwealth Government (\$2,453,061) and internally funded contribution (\$3,150,000) as well as funding from Department of Training & Workforce Development for Aberdeen St improvements (\$378,000).
- (c) Represents money bestowed on Institute by private companies of individuals for the provision of awards to students.

21 Inventories

Inventories not held for resale:

Other (at cost)	19,978	23,835
	<u>19,978</u>	<u>23,835</u>
Less: Provision for obsolete stock	-	-
	<u>19,978</u>	<u>23,835</u>

Inventories held for resale:

Bookshop (at cost)	177,975	249,698
	<u>177,975</u>	<u>249,698</u>
Less: Provision for obsolete stock	-	-
	<u>177,975</u>	<u>249,698</u>

Total

197,953	273,533
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See also note 2(i) 'Inventories' and note 14 'Trading profit/(loss)'.

2013

2012

22 Receivables

Current

Receivables - trade	1,384,889	2,714,692
Receivables - students	288,571	751,984
Receivables - other	80,482	141,666
Accrued revenue	3,397,124	2,607,999
Allowance for impairment of receivables	(240,132)	(370,124)
GST receivable	679,006	436,075
	<u>5,589,940</u>	<u>6,282,292</u>
Total current	5,589,940	6,282,292
Total receivables	5,589,940	6,282,292

Reconciliation of changes in the allowance for impairment of receivables:

Balance at start of period	(370,124)	(179,540)
Doubtful debts expense	(30,616)	(412,117)
Amount written off during the period	191,733	192,900
Impairment losses reversed during the year	(31,124)	28,633
Balance at end of period	(240,132)	(370,124)

The Institute does not hold any collateral or other credit enhancements as security for receivables.

See also note 2(m) 'Receivables' and note 36 'Financial instruments'.

23 Other assetsCurrent

Prepayments	506,851	867,377
Cash investments (a)	17,100,000	-
Other current assets (b)	2,256	141,977
Total current	17,609,107	1,009,374

(a) Represents various term deposits held with Westpac with a maturity of greater than 3 months.

(b) Represents the balance of outstanding corporate credit card accounts at the end of the period.

24 Property, plant and equipmentLand

At fair value (a)	<u>64,910,000</u>	<u>56,670,000</u>
	<u>64,910,000</u>	<u>56,670,000</u>
Buildings		
At fair value (a)	<u>196,795,869</u>	<u>204,178,878</u>
Accumulated depreciation	<u>-</u>	<u>-</u>
	<u>196,795,869</u>	<u>204,178,878</u>
	2013	2012

Buildings under construction

Construction costs	10,330,112	1,351,901
	10,330,112	1,351,901

Plant, furniture and general equipment

At cost	6,937,892	7,450,513
Accumulated depreciation	(5,100,803)	(5,388,819)
	1,837,089	2,061,694

Computer equipment, communication network

At cost	6,695,715	6,071,026
Accumulated depreciation	(4,215,357)	(3,662,868)
	2,480,358	2,408,158

Works of art

At fair value	1,764,459	1,513,950
	1,764,459	1,513,950
	278,117,887	268,184,581

- (a) Land and buildings were revalued as at 1 July 2013 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 31 December 2013 and recognised at 31 December 2013. In undertaking the revaluation for the Subiaco site, fair value was determined by reference to market values for land: \$ 10,900,000 (2012: \$10,900,000) and buildings: \$ 0 (2012: \$0). These values for land and buildings is a result of the vacated premises at Subiaco being considered surplus to Government requirements and the determination that the land will be sold and redeveloped in 2014. For the remaining balance, fair value of buildings was determined on the basis of depreciated replacement cost and fair value of land was determined on the basis of comparison with market evidence for land with similar approximate utility (high restricted use land). See note 2(f) 'Property, plant and equipment'.

Further information is provided in Note 25: Fair Value Measurement.

	Land	Buildings	Buildings under construction	Plant, furniture And general equipment	Computer equipment, communication network	Works of art	Total
2013	\$	\$	\$	\$	\$	\$	\$
Carrying amount at start of year	56,670,000	204,178,878	1,351,901	2,061,694	2,408,158	1,513,950	268,184,581
Additions	-	54,731	10,840,242	361,909	950,642	133,568	12,341,092
Transfers ^(a)	-	1,816,139	(1,834,931)	18,793	-	-	-
Other Disposals	-	-	-	-	-	(1,675)	(1,675)
Expensed Work in Progress	-	-	(27,100)	-	-	-	(27,100)
Revaluation increments/(decrements)	8,240,000	(4,125,692)	-	-	-	118,616	4,232,925
Depreciation	-	(5,128,186)	-	(605,307)	(878,442)	-	(6,611,935)
Carrying amount at end of period	64,910,000	196,795,869	10,330,112	1,837,089	2,480,358	1,764,459	278,117,887

	Land	Buildings	Buildings under construction	Plant, furniture and general equipment	Computer equipment, communication network	Works of art	Total
2012	\$	\$	\$	\$	\$	\$	\$
Carrying amount at start of year	55,070,000	133,381,000	90,833	1,950,161	2,263,254	1,518,763	194,274,011
Additions	-	69,506,644	4,975,362	727,583	804,327	11,060	76,024,976
Transfers ^(a)	-	3,623,461	(3,714,294)	30,743	60,090	-	-
Other Disposals	-	-	-	-	-	(15,873)	(15,873)
Revaluation increments/(decrements)	1,600,000	8,941,989	-	-	-	-	10,541,989
Impairment losses (b)	-	(7,047,300)	-	-	-	-	(7,047,300)
Depreciation	-	(4,226,916)	-	(646,793)	(719,513)	-	(5,593,222)
Carrying amount at end of period	56,670,000	204,178,878	1,351,901	2,061,694	2,408,158	1,513,950	268,184,581

(a) The Department of Lands is the only agency with the power to sell Crown land. The land is transferred to the Department of Lands for sale and the Authority accounts for the transfer as a distribution to owner.

(b) Recognised in the Statement of Comprehensive Income. Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised in profit or loss. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income.

The impairment loss recognised in 2012 for Buildings is due to the Subiaco campus site being vacated; as a result it will provide no future economic benefit for the Institute. In 2014 this site will be transferred back to Government for redevelopment.

Further information is provided in Note 25: Fair value measurements.

25 Fair value measurements

Assets measured at fair value:	Level 1	Level 2	Level 3	Fair Value At end of period
2013	\$	\$	\$	\$
Land (Note 24)	-	-	64,910,000	64,910,000
Buildings (Note 24)	-	-	196,795,869	196,795,869
	-	-	261,705,869	261,705,869

Fair value measurements using significant unobservable inputs (Level 3)

	Land	Buildings
	\$	\$
Fair Value at start of period	56,670,000	204,178,878
Additions	-	1,870,869
Revaluation increments / (decrements) recognised in other comprehensive income	8,240,000	(4,125,692)
Depreciation expense	-	(5,128,186)
Fair Value at end of period	64,910,000	196,795,869

Valuation processes

There were no changes in valuation techniques during the period.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer. Transfers are generally limited to assets newly classified as non-current assets held for sale as Treasurer's instructions require valuations of land and buildings to be categorised within Level 3 where the valuations utilise significant Level 3 inputs on a recurring basis.

Fair value for existing use specialised building is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the depreciated replacement cost. Depreciated replacement cost is the current replacement cost of an asset less accumulated depreciation calculated on the basis of such cost to reflect the already consumed economic benefit, expired economic benefit or obsolescence of the asset. Determination of the current replacement cost of such assets held by the Institute is calculated by reference to gross project size specifications and the historical cost, adjusted by relevant

indices.

Fair value for restricted use land is based on market value, by either using market evidence of sales of comparable land that is unrestricted (low restricted use land), or, comparison with market evidence for land with low level utility (high restricted use land).

Significant Level 3 inputs used by the Institute are derived and evaluated as follows:

Historical cost of building per square metre floor area (m²)

The costs of construction of specialised buildings are extracted from financial records of the Institute, then indexed by movements in construction costs by the Western Australian Land Information Authority (Valuation Services).

Consumed economic benefit/obsolescence of asset

These are estimated by the Western Australian Land Information Authority (Valuation Services).

Sales prices of appropriate land of low utility

These are selected by the Western Australian Land Information Authority (Valuation Services).

Selection of land with similar approximate utility

Fair value for land with low level utility (high restricted use) is determined by comparison with market evidence for land with similar approximate utility. Relevant comparators of land with similar approximate utility are selected by the Western Australian Land Information Authority (Valuation Services).

Information about significant unobservable inputs (Level 3) in fair value measurements

Description of fair value as at 31 December 2013	Valuation technique(s)	Unobservable inputs	Relationship of unobservable inputs to fair value
\$			
Land (\$64,910,000)	Market approach	Selection of land with similar approximate utility	Higher value of similar land increases estimated fair value
Buildings (\$196,795,869)	Depreciated Replacement Cost	Consumed economic benefit / obsolescence of asset	Greater economic consumption of economic benefit or increased obsolescence lowers fair value
		Historical cost of building per square metre floor area (m ²)	Higher historical cost per m ² increases fair value

Reconciliations of the opening and closing balances are provided in Note 24.

Basis of Valuation

In the absence of market-based evidence due to the specialised nature of the assets, non-financial assets are valued at Level 3 of the fair value hierarchy on an existing use basis. The existing use basis recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service and the Institute's enabling legislation.

26 Impairment of assets

There were no indications of impairment to property, plant and equipment or intangible assets at 31 December 2013.

The Institute held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

All surplus assets as at 31 December 2013 have either been classified as assets held for sale or written off.

	2013	2012
27 Payables		
<u>Current</u>		
Trade payables	91,428	(33,802)
GST payable	212,208	200,641
Accrued expenses	1,447,933	1,875,219
Accrued salaries and related costs	3,562,308	3,130,138
Paid parental leave payable	8,834	13,816
Total current	5,322,711	5,186,012

28 Provisions

Current

<i>Employee benefits provision</i>		
Annual leave ^(a)	2,630,434	3,213,160
Long service leave ^(b)	10,432,385	10,065,498
Superannuation	1,087,483	744,032
Deferred Salary Scheme ^(c)	127,317	148,061
	<u>14,277,621</u>	<u>14,170,752</u>
<i>Other provisions</i>		
Employment on-costs ^(d)	895,789	890,533
	<u>895,789</u>	<u>890,533</u>
Total current	<u>15,173,410</u>	<u>15,061,285</u>

Non-current

<i>Employee benefits provision</i>		
Long service leave ^(b)	2,689,748	3,817,998
Superannuation	273,979	320,585
	<u>2,963,727</u>	<u>4,138,583</u>
<i>Other provisions</i>		
Employment on-costs ^(d)	189,902	265,772
	<u>189,902</u>	<u>265,772</u>
Total non-current	<u>3,153,629</u>	<u>4,404,355</u>

- (a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of the end of the reporting period	2,227,643	2,663,553
More than 12 months after the end of the reporting period	402,791	549,607
	<u>2,630,434</u>	<u>3,213,160</u>

- (b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of the end of the reporting period	5,560,042	3,611,939
More than 12 months after the end of the reporting period	7,562,092	10,271,557
	<u>13,122,134</u>	<u>13,883,496</u>

2013**2012**

- (c) Deferred salary scheme liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Actual settlement of the liabilities is expected to occur as follows:

Within 12 months of the end of the reporting period	62,360	84,619
More than 12 months after the end of the reporting period	64,957	63,442
	<u>127,317</u>	<u>148,061</u>

- (d) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in note 10 'Other expenses'.

Movements in other provisions

Movements in each class of provisions during the financial year, other than employee benefits, are set out below.

Employment on-cost provision

Carrying amount at start of period	1,156,305	1,041,411
Additional provisions recognised	595,007	712,200
Payments / other sacrifices of economic benefits	(665,621)	(597,306)
Carrying amount at end of period	1,085,691	1,156,305

29 Other liabilities**Current**

Income received in advance ^(a)	1,462,073	2,505,071
Grants and advances (<i>provision for underachievement of SCH</i>)	137,060	329,765
Money/deposits held in trust	53,411	47,599
Total current	1,652,544	2,882,435

(a) Income received in advance comprises:

State Government	503,739	464,946
Other Government (Commonwealth/Local)	676,236	915,014
Fee for service	152,981	457,098
Student fees and charges	-	579,340
Other	129,117	88,673
	1,462,073	2,505,071

30 Equity

The Western Australian Government holds the equity interest in the Institute on behalf of the community. Equity represents the residual interest in the net assets of the Institute. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.

Contributed equity

Balance at start of period	76,556,523	7,049,879
<i>Contributions by owners</i>		
Capital appropriation ^(a)	202,727	69,506,644
Total contributions by owners	202,727	69,506,644
Balance at end of period	76,759,250	76,556,523
	2013	2012

Reserves**Asset revaluation surplus**

Balance at start of period	108,125,224	104,630,536
Net revaluation increments/(decrements):		
Land ^(a)	8,240,000	1,600,000
Buildings ^(a)	(4,125,692)	1,894,688
Works of art	118,616	-
Balance at end of period	112,358,148	108,125,224

- (a) Net revaluation increment relates to Land (\$1,600,000) and net revaluation increase for Buildings (\$1,894,689) representing increase in building fair value (\$8,941,989) less impairment of Subiaco Campus (\$7,047,300) due to it being considered surplus to Government requirements.

Accumulated surplus/(deficit)

Balance at start of period	110,589,575	108,021,858
Result for the period	3,034,054	2,567,717
Balance at end of period	113,623,629	110,589,575
Total Equity at end of period	302,741,027	302,741,027

31 Notes to the Statement of Cash Flows

Reconciliation of cash

Cash at the end of the financial year, as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

Cash and cash equivalents	4,701,424	2,493,705
Short term deposits (less than 3 months maturity)	12,848,366	26,879,466
Cash investments (over 3 months maturity)	17,100,00	-
	34,649,790	29,373,171
Restricted cash and cash equivalents (refer to note 20 'Restricted cash and cash equivalents')	8,978,644	17,682,458
	43,628,434	47,055,629
	2013	2012

Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities

Net cost of services	(84,495,782)	(86,376,875)
Non-cash items:		
Depreciation and amortisation expense (note 8 'Depreciation and amortisation expense')	6,611,935	5,593,222
Doubtful debts expense (note 10 'Other expenses')	(136,476)	190,585
Resources received free of charge (note 19 'Income from State Government')	1,830,034	1,635,598
Net (gain)/loss on sale of property, plant and equipment (note 18 'Net gain/(loss) on sale of non-current assets')	(5,975)	7,866
Losses and write-offs (excludes cash shortages/thefts of money) (note 10 'Other expenses')	6,484	163,977
Other non-cash items	-	(27,318)
(Increase)/decrease in assets:		
Current receivables (a)	1,123,254	(776,610)
Current inventories	75,580	8,089
Other current assets	377,892	(168,502)
Increase/(decrease) in liabilities		
Current payables (a)	452,678	689,173
Current provisions	112,126	1,885,993
Other current liabilities	(453,415)	(213,029)
Non-current provisions	(1,250,726)	302,713
Net GST receipts/(payments) (b)	(1,861,891)	(1,665,984)

Change in GST in receivables/payables (c)	1,624,343	1,721,929
Net cash provided by/(used in) operating activities	(75,989,938)	(77,029,173)

(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

(b) This is the net GST paid/received, i.e. cash transactions

(c) This reverses out the GST in receivables and payables

At the end of the reporting period, the Institute had fully drawn on all financing facilities, details of which are disclosed in the financial statements.

32 Commitments

Non-cancellable operating lease commitments

Commitments for minimum lease payments are payable as follows:

Within 1 year	677,562	587,075
Later than 1 year and not later than 5 years	1,409,930	1,569,168
Later than 5 years	-	347,619
	2,087,492	2,503,862
	2013	2012

The commitments below are inclusive of GST where relevant.

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	11,107,116	19,898,290
	11,107,116	19,898,290

The capital commitments include amounts for:

Greenskills Building	6,163,367	14,620,534
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Other expenditure commitments

Other expenditure commitments for the purchase of goods and services contracted for at the end of the reporting period date but not recognised as liabilities are payable as follows:

Within 1 year	6,204,995	3,810,998
	6,204,995	3,810,998

33 Contingent liabilities and contingent assets

As at reporting date the Institute has no contingent liabilities or contingent assets.

34 Events occurring after the reporting period

There are no significant events occurring after balance date that materially impact the financial statements.

35 Explanatory statement

Significant variations between estimates and actual results 2013 and between the actual results for 2013 and 2012 for income and expense are shown below. Significant variations are considered to be those greater than 10% and \$250,000 and any variance greater than \$500,000.

Significant variances between estimated and actual result for the financial year 2012

2013	2013	
Estimate	Actual	Variation
\$	\$	\$

Income

Fee for Service	14,349,628	16,954,807	2,605,179
Student Fees and Charges	11,949,094	11,400,184	(548,910)
Ancillary Trading	524,593	186,517	(338,076)
Interest Revenue	2,000,000	2,309,463	309,463
Commonwealth Grants & Contributions	11,519,625	14,341,010	2,821,385
Other Revenues from Ordinary Activities	797,903	1,283,092	485,189
State Funds	86,899,439	85,739,451	(1,159,988)

Expense

Employee expenses	92,552,724	91,312,023	(1,240,701)
Depreciation	6,023,000	6,611,935	588,935
Supplies and services	27,848,958	25,423,218	(2,425,740)

Fee for Service

Growth in international students resulted in revenue levels that were higher than expected. The Institute had expected international student numbers to decline across the sector and therefore budgeted conservatively. However, the Institute actually increased its market share in 2013 and has thus maintained a high level of activity. Customised fee for service courses also exceeded expectations as Learning Portfolio Managers increased commercial activities in response to declining profile.

Student Fees and Charges

The Taxi Aptitude Testing and Teaching English to Speakers of Other Languages programs were incorrectly classified as Student Fees and Charges in the estimates for 2013. The actual revenue for these programs was recognised as Fee For Service.

Ancillary Trading

Revenues expected from the sale of curriculum materials was overestimated. Budget values were based on an average of the last 3 years revenue results. Curriculum sales activities have declined significantly over the last couple of years.

Interest Revenue

Delays in the construction of, and subsequent payments for the Greenskills Building resulted in the Institute holding a greater cash balance than expected throughout 2013. Higher interest revenue was earned on this balance than was projected in the estimates for 2013.

Commonwealth grants and contributions

Delivery in the Adult Migrant English Program exceeded budget expectations. Budgets were set in September 2012, before full year results for 2012 were known, therefore budget estimates were on the conservative side.

Other Revenues from Ordinary Activities

The Institute has experienced growth in funding from sponsorships as a result of the 457 visas training initiatives. The Institute also received a worker's compensation premium adjustment in excess of what was projected.

State Funds

In May 2013, Cabinet announced a short term corrective measure in order to achieve a general government sector surplus in 2012/13. The Institute's share of this reduction was \$1.364M. In addition the efficiency dividend and corrective measures announced by Cabinet in September and October 2012 resulted in reduces of \$517K and \$291K respectively.

Employee expenses

The Actuarial valuation of leave liabilities was less than expected, therefore budgets were over estimated. During 2012, Cabinet endorsed a suite of corrective measures; including the capping of general government leave liabilities at 30 June 2012 level. As a result the Institute undertook a concerted effort to reduce leave liabilities.

Depreciation

Higher than expected building depreciation due to an increment in building valuations during 2012. A new building in Northbridge was commissioned during 2012 valued at \$69.5M. This building had not been commissioned at the time of preparing the s40 estimates so the effect on depreciation was not fully realised.

Supplies and services

In May 2013, Cabinet announced a short term corrective measure in order to achieve a general government sector surplus in 2012/13. The Institute's share of this reduction was \$1.364M, which resulted in a reduction in expenditure on consumables, contracted services and equipment against budgets that were set prior to May. In addition the efficiency dividend and corrective measures announced by Cabinet in September and October 2012 resulted in reduced expenditure on consumables of \$517K and \$291K respectively.

Significant variances between actual results for 2012 and 2013

	2013 \$	2012 \$	Variance \$
Income			
Fee for service	16,954,807	16,027,955	926,852
Interest Revenue	2,309,463	2,857,656	(548,193)
Commonwealth Grants & Contributions	14,341,010	16,134,585	(1,793,575)

State Funds	85,739,451	87,308,993	(1,569,542)
Expense			
Employee expenses	91,312,023	93,834,013	(2,521,990)
Depreciation	6,611,935	5,593,222	1,018,713
Supplies and services	25,423,218	26,798,973	(1,375,755)

Fee for service

Increased activity in commercial delivery resulted in increased revenues. In particular the following areas showed significant growth:

- Taxi Driver aptitude training
- New Advanced Diploma of Screen and Media
- Increase in off shore international delivery

Interest Revenue

Spending has commenced on the construction of the Greenskills Building at East Perth, with \$10.2M being spent as at 31 December 2013. As a result, declining cash balances has reduced interest returns. There has also been a steady decline throughout 2013 on the interest rates on term deposits with the banks.

Commonwealth grants and contributions

A reduction in funding for the Indigenous Education and Aged Care Workforce in VET Programs was offset by an increase in activity for the Adult Migrant Education Program (\$1.3 million). In 2012 the Institute also received \$2 million for the Greenskills building, similar funding was not provided in 2013 for this project.

State Funds

In May 2013, Cabinet announced a short term corrective measure in order to achieve a general government sector surplus in 2012/13. The Institute's share of this reduction was \$1.364M, which resulted in a reduction in revenue through the Delivery and Performance Agreement.

Employee expenses

During 2012, Cabinet endorsed a suite of corrective measures; including the capping of general government leave liabilities at 30 June 2012 level. As a result the Institute undertook a concerted effort to reduce leave liabilities which saw a reduction in leave expense during 2013.

Depreciation

Building depreciation has increased due to the increase in building valuations in 2012. A new building in Northbridge was commissioned in July 2012 valued at \$69.5M. Only 6 months depreciation was applied to this building in 2012 with the full 12 months applied in 2013 resulting in a variance of approximately \$0.9M.

Supplies and services

In May 2013, Cabinet announced a short term corrective measure in order to achieve a general government sector surplus in 2012/13. The Institute's share of this reduction was \$1.364M, which resulted in a reduction in expenditure on consumables, contracted services and equipment.

36 Financial instruments**(a) Financial risk management objectives and policies**

Financial instruments held by the Institute are cash and cash equivalents, restricted cash and cash equivalents, loans and receivables and payables.

The Institute has limited exposure to financial risks.

The Institute's overall risk management program focuses on managing the risk identified below:

Credit risk

Credit risk arises when there is the possibility of the Institute's receivables defaulting on their contractual obligations resulting in financial loss to the Institute.

The maximum exposure to credit risk at the end of the reporting period in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment as shown in the table at note 36(c) 'Financial instruments disclosures' and note 22 'Receivables'.

Credit risk associated with the Institute's financial assets is minimal because the Institute trades only with recognised, credit worthy third parties. The Institute has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Institute's exposure to bad debt is minimal. At the end of the reporting period there are no significant concentrations of credit risk.

Liquidity risk

Liquidity risk arises when the Institute is unable to meet its financial obligations as they fall due.

The Institute is exposed to liquidity risk through its trading in the normal course of business.

The Institute has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Institute's income or the value of its holdings of financial instruments. The Institute does not trade in foreign currency and is not materially exposed to other price risks (for example, equity securities or commodity prices changes). The Institute is not exposed to market risk.

(b) Categories of financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are :

	2013	2012
	\$	\$

Financial Assets

Cash and cash equivalent	17,549,791	29,373,171
Restricted cash and cash equivalent	8,978,644	17,682,458
Receivables (a)	4,910,934	5,760,544
Other financial assets	17,100,000	-

Financial Liabilities

Payables	5,145,570	4,839,802
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(a) The amount of loans and receivables excludes GST recoverable from the ATO (statutory receivable).

(c) Financial instrument disclosures

Credit risk

The following table discloses the Institute's maximum exposure to credit risk and the ageing analysis of financial assets. The Institute's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Institute.

The Institute does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

Ageing analysis of financial assets

	Carrying Amount	Not past due and not impaired	<u>Past due but not impaired</u>				Impaired Financial Assets
			> 30days	> 60 days	> 90 days	> 120 days	
	\$	\$	\$	\$	\$	\$	\$
Financial Assets							
2013							
Cash and cash equivalents	17,549,791	17,549,791	-	-	-	-	-
Restricted cash and cash equivalents	8,978,644	8,978,644	-	-	-	-	-
Receivables (a)	4,910,934	3,556,813	191,248	551,621	360,325	10,794	240,132
Other financial assets	17,100,000	17,100,000	-	-	-	-	-
	48,539,368	47,185,248	191,248	551,621	360,325	10,794	240,132
2012							
Cash and cash equivalent	29,373,171	29,373,171	-	-	-	-	-
Restricted cash and cash equivalent	17,682,458	17,682,458	-	-	-	-	-
Receivables (a)	5,760,544	3,996,867	598,088	129,555	112,519	553,391	370,124
Other financial assets	-	-	-	-	-	-	-
	52,816,173	51,052,496	598,088	129,555	112,519	553,391	370,124

(a) The amount of receivables excludes the GST receivables from the ATO (statutory receivable).

Liquidity risk and interest rate exposure

The following table details the Institute's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities.

The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

Interest rate exposure and maturity analysis of financial assets and financial liabilities

Weighted Average Effective Interest Rate	Interest rate exposure				Maturity Dates		
	Carrying Amount	Fixed Interest Rate	Variable Interest Rate	Non-Interest Bearing	Nominal Amount	Up to 1 month	1-3 months
	\$	\$	\$	\$	\$	\$	\$
%							

2013								
<u>Financial Assets</u>								
Cash and cash equivalent	3.43%	17,549,791	-	17,516,675	33,115	17,549,791	15,577,008	1,972,783
Restricted cash and cash equivalent	3.82%	8,978,644	-	8,978,644	-	8,978,644	-	8,978,644
Receivables (a)		4,910,934	-	-	4,910,934	4,910,934	4,910,934	-
Other financial assets	3.91%	17,100,000	17,100,000	-	-	17,100,000	7,500,000	9,600,000
		48,539,368	17,100,000	26,495,319	4,944,049	48,539,368	27,987,942	20,551,427
<u>Financial Liabilities</u>								
Payables		5,145,570	-	-	5,145,570	5,145,570	5,145,570	-
		5,145,570	-	-	5,145,570	5,145,570	5,145,570	-

(a) The amount of receivables excludes the GST receivables from the ATO (statutory receivable).

	Weighted Average Effective Interest Rate	Interest rate exposure				Maturity Dates		
		Carrying Amount	Fixed Interest Rate	Variable Interest Rate	Non-Interest Bearing	Nominal Amount	Up to 1 month	1-3 months
		\$	\$	\$	\$	\$	\$	\$
2012								
<u>Financial Assets</u>								
Cash and cash equivalent	4.43%	29,373,171	-	29,340,625	32,546	29,373,171	13,493,705	15,879,466
Restricted cash and cash equivalent	4.43%	17,682,458	-	17,682,458	-	17,682,458	3,061,924	14,620,534
Receivables (a)		5,760,544	-	-	5,760,544	5,760,544	5,760,544	-
		52,816,173	-	47,023,082	5,793,090	52,816,173	22,316,173	30,500,000
<u>Financial Liabilities</u>								
Payables		4,839,802	-	-	4,839,802	4,839,802	4,839,802	-
		4,839,802	-	-	4,839,802	4,839,802	4,839,802	-

(a) The amount of receivables excludes the GST receivables from the ATO (statutory receivable).

Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the Institute's financial assets and liabilities at the end of the reporting period on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

	Carrying amount	- 100 Basis Points		+ 100 Basis Points	
		Surplus	Equity	Surplus	Equity
2013	\$	\$	\$	\$	\$
<u>Financial Assets</u>					
Cash and cash equivalent	17,516,675	(175,167)	(175,167)	175,167	175,167
Restricted cash and cash equivalent	8,978,644	(89,786)	(89,786)	89,786	89,786
Other financial assets	17,100,000	(171,000)	(171,000)	171,000	171,000
Total Increase/(Decrease)		(435,953)	(435,953)	435,953	435,953

2012	Carrying amount	- 100 Basis Points		+ 100 Basis Points	
		Surplus	Equity	Surplus	Equity
	\$	\$	\$	\$	\$
Financial Assets					
Cash and cash equivalent	29,373,171	(293,406)	(293,406)	293,406	293,406
Restricted cash and cash equivalent	17,682,458	(176,825)	(176,825)	176,825	176,825
Total Increase/(Decrease)		(470,231)	(470,231)	470,231	470,231

Fair values

All financial assets and liabilities recognised in the Statement of Financial Position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

37 Remuneration of members of the Institute and senior officers**Remuneration of members of the Institute**

The number of members of the Institute whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$	2013	2012
\$0 - \$10,000	16	14
\$220,001 - \$230,000	-	1
\$240,001 - \$250,000	1	-
Base remuneration and superannuation	254,919	245,334
Annual leave and long service leave accruals	(3,731)	(14,681)
Other benefits	13,588	9,231
The total remuneration of the members of the Institute	264,775	239,885

Total remuneration includes the superannuation expense incurred by the Institute in respect of members of the Institute.

Remuneration of senior officers

The number of senior officers other than senior officers reported as members of the Institute, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$	2013	2012
\$60,001 - \$70,000	1	1
\$100,001 - \$110,000	1	1
\$110,001 - \$120,000	1	-
\$140,001 - \$150,000	1	1
\$150,001 - \$160,000	-	2
\$170,001 - \$180,000	1	2
\$180,001 - \$190,000	2	-
\$210,001 - \$220,000	1	-
Base remuneration and superannuation	1,123,817	1,044,377
Annual leave and long service leave accruals	37,321	(70,999)
Other benefits	13,269	-

The total remuneration of senior officers**1,174,407****973,378**

The total remuneration includes the superannuation expense incurred by the Institute in respect of senior officers other than senior officers reported as members of the Institute.

No senior officers are members of the Pension Scheme.

38 Remuneration of auditor

Remuneration payable to the Auditor General in respect to the audit for the current financial year is as follows:

	2013	2012
	\$	\$
Auditing the accounts, financial statements and performance indicators	105,000	95,700

39 Related bodies

The Institute has no related bodies.

40 Affiliated bodies

The Institute has no affiliated bodies.

41 Supplementary financial information

	2013	2012
(a) Write-Offs	\$	\$
Public property written off by the Governing Council during the financial year	60,165	225,691
Bad debts	191,733	192,900
Other (Cash shortage)	-	612
	251,898	419,203
(b) Losses through theft, defaults and other causes		
Losses of public and other moneys and public and other property through theft or default	-	612
	-	612

42 Schedule of income and expenditure by service

The Institute provides only one service (as defined by Treasurer's Instruction 1101 (9) and that is Vocational Education and Training Delivery.

annual estimates

In accordance with Treasurer's Instruction 953, the annual estimates for the 2014 year are hereby included in the 2013 Annual Report. These estimates do not form part of the 2013 financial statements and are not subject to audit.

Central Institute of Technology
S40 SUBMISSION
Statement of Comprehensive Income

	2014
	Estimate
	\$
COST OF SERVICES	
Expenses	
Employee benefits expense	97,401,752
Supplies and services	24,312,222
Depreciation and amortisation expense	6,661,359
Grants and subsidies	1,850
Loss on disposal of non-current assets	1,465
Cost of sales	512,985
Other expenses	8,352,531
Total Cost of Services	137,244,166
Income	
Revenue	
Fee for service	17,993,827
Student charges and fees	24,420,149
Ancillary trading	168,254
Sales	686,823
Commonwealth grants and contributions	13,006,307
Interest revenue	1,600,000
Other revenue	3,288,859
Total Revenue	61,164,219
Gains	
Gain on disposal of non-current assets	7,650
Total income other than income from State Government	61,171,869
NET COST OF SERVICES	(76,072,297)
INCOME FROM STATE GOVERNMENT	
State funds	74,586,356
Resources received free of charge	1,555,000
Total income from State Government	76,141,356
SURPLUS (DEFICIT) FOR THE PERIOD	69,060
OTHER COMPREHENSIVE INCOME	
Changes in asset revaluation reserve	3,000,000
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	3,069,060

Central Institute of Technology

S40 SUBMISSION

BALANCE SHEET

	2014 Estimate \$
ASSETS	
Current Assets	
Cash and cash equivalents	23,800,965
Restricted cash and cash equivalents	30,000
Inventories	249,450
Receivables	5,176,489
Other current assets	16,905,464
Total Current Assets	46,162,368
Non-Current Assets	
Property, plant and equipment	281,206,672
Total Non-Current Assets	281,206,672
TOTAL ASSETS	327,369,040
LIABILITIES	
Current Liabilities	
Payables	2,036,971
Provisions	13,107,906
Other current liabilities	3,755,852
Total Current Liabilities	18,900,729
Non-Current Liabilities	
Provisions	4,615,483
Total Non-Current Liabilities	4,615,483
TOTAL LIABILITIES	23,516,212
NET ASSETS	303,852,828
EQUITY	
Contributed Equity	76,741,068
Reserves	114,125,224
Accumulated surplus/(deficiency)	112,986,536
TOTAL EQUITY	303,852,828

Central Institute of Technology

S40 SUBMISSION

CHANGES IN EQUITY STATEMENT

	2014 Estimate \$
Balance of equity at start of period	300,783,768
CONTRIBUTED EQUITY	
Balance at start of period	76,741,068
Other contributions by owners	
Balance at end of period	76,741,068
RESERVES	
Asset Revaluation Reserve	
Balance at start of period	111,125,224
Restated balance at start of period	111,125,224
Gains/(losses) from asset revaluation	3,000,000
Balance at end of period	114,125,224
ACCUMULATED SURPLUS (RETAINED EARNINGS)	
Balance at start of period	112,917,476
Restated balance at start of period	112,917,476
Surplus/(deficit) or profit/(loss) for the period	69,060
Balance at end of period	112,986,536
Balance of equity at end of period	303,852,828
Total income and expense for the period	3,069,060

Central Institute of Technology

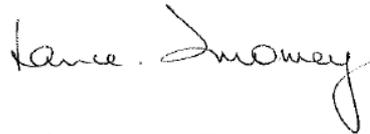
S40 SUBMISSION

CASH FLOW STATEMENT

	2014
	Estimate
	\$
CASH FLOWS FROM STATE GOVERNMENT	
State funds	74,586,356
Capital contributions	
Net cash provided by State Government	74,586,356
Utilised as follows:	
CASH FLOWS FROM OPERATING ACTIVITIES	
Payments	
Employee benefits	(100,021,557)
Supplies and services	(22,757,222)
Grants and subsidies	(1,850)
GST payments on purchases	(3,419,400)
Other payments	-
Receipts	
Fee for service	19,493,827
Student fees and charges	23,882,861
Ancillary trading	168,254
Commonwealth grants and contributions	13,006,307
Interest received	1,600,000
GST receipts on sales	1,830,650
GST receipts from taxation authority	1,588,750
Other receipts	3,868,063
Net cash provided by/(used in) operating activities	(69,206,925)
CASH FLOWS FROM INVESTING ACTIVITIES	
Proceeds from sale of non-current physical assets	7,650
Purchase of non-current physical assets	(6,740,098)
Net cash provided by/(used in) investing activities	(6,732,448)
CASH FLOWS FROM FINANCING ACTIVITIES	
Net increase/(decrease) in cash held and cash equivalents	(1,353,017)
Cash and cash equivalents at the beginning of the period	41,183,982
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	39,830,965

certification of key performance indicators

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess Central Institute of Technology's performance, and fairly represent the performance of Central Institute of Technology for the financial year ended 31 December 2013.



Professor Lance Twomey AO
Chair
Governing Council
Central Institute of Technology
17 March 2014



Mr Neil Fernandes
Managing Director
Central Institute of Technology
17 March 2014

key performance indicators

Desired Outcomes

The provision of vocational education and training services to meet community and industry training needs

The Effectiveness Indicators have been developed to assist in the Institute's monitoring and management processes, and to enhance accountability to the people of Western Australia.

The Performance Indicators of the Institute measure the efficiency and effectiveness of Central Institute of Technology's efforts of addressing community and industry training needs.

The data is subject to audit under the Financial Management Act 2006.

Achievement of Institute Profile

This performance indicator reports the effectiveness of the Institute in meeting Delivery and Performance Agreement targets, enabling customer needs to be achieved, through which Central Institute of Technology is resourced to deliver courses under Government purchased funding guidelines. This purchased delivery took into consideration the needs of the local community, individuals and the training plans of industry. The diversity of delivery indicates the extent to which the Institute has met the strategic training needs of the State as defined in the State Training Profile as well as additional delivery provided under a fee-for-service arrangement.

Measure A: Profile Analysis for Central Institute of Technology (Effectiveness Indicator)

This indicator details the total number of Student Curriculum Hours (SCH) delivered (both Delivery and Performance Agreement Funded and fee-for-service).

Department of Training and Workforce Development Industry Groups		2011 Actual Profile (SCH)	2012 Actual Profile (SCH)	2013 Target Profile (SCH)	Actual Profile (SCH)
01A	Recreation Sports and Entertainment	215,787	186,796	160,400	213,605
01B	Visual and Performing Arts	618,350	625,531	592,460	595,511
01C	Design	494,720	506,660	458,366	441,752
02A	Automotive	0	0	0	0
03A	Building and Construction	147,372	149,298	147,000	218,854
03B	Surveying and Building	506,681	494,509	489,398	475,217
04A	Community Service Workers	343,451	262,259	260,613	215,343
04B	Education and Childcare	314,870	293,725	279,819	242,315
04C	Health	797,053	833,290	871,177	820,546
04D	Library Workers	89,615	86,990	104,365	89,630
05A	Finance Insurance Property Service Workers	48,355	117,780	71,000	134,946
07A	Clothing Footwear and Soft Furnishings	40,250	30,460	36,380	35,520
08B	Printing and Publishing	173,980	169,130	165,482	185,750
09A	Engineering and Drafting	292,739	302,175	296,310	301,480
09B	Metal and Mining	120,789	196,142	205,040	168,274
10B	Forestry, Farming and Landcare	0	2,430	6,048	1,134
10D	Horticulture	3,796	18,966	8,588	9,089
11A	Process Manufacturing	19,796	23,976	20,000	15,209

Department of Training and Workforce Development Industry Groups		2011 Actual Profile (SCH)	2012 Actual Profile (SCH)	2013 Target Profile (SCH)	2013 Actual Profile (SCH)
I2A	Personal Service	124,426	121,502	114,853	117,141
I2B	Retail	14,780	19,265	13,325	19,615
I3B	Hospitality	135,711	118,358	131,421	129,115
I3C	Tourism	79,133	75,737	73,178	71,953
I3D	Travel Agents	103,285	82,100	77,432	71,970
I5A	Electrical and Electronic Engineering	185,013	99,568	66,544	58,829
I5B	Electrical Trades	45,730	68,224	115,332	63,613
I6A	Accounting and Other Business Services	433,408	385,074	302,614	393,388
I6B	Management*	182,480	193,024	130,117	172,805
I6C	Office and Clerical	305,055	276,300	261,025	265,860
I7A	Computing	215,690	215,388	222,994	228,471
I8A	Science and Technical Workers	210,297	188,101	198,618	180,971
I9B	Adult Literacy/ESL	584,060	540,700	517,540	519,070
I9C	Languages	174,895	180,137	142,980	162,420
I9E	Targeted Access and Participation Courses	59,170	119,610	227,460	173,005
	Not yet assigned	7,080,737	6,983,205	6,767,879	6,792,401
	Total Profile Delivery	3,865,584	3,923,497	4,300,000	3,932,149
	Non Profile Delivery	10,946,321	10,906,702	11,067,879	10,724,550
	Institute Total Delivery	124,426	121,502	114,853	117,141

Notes: (for Measure A):

- Source:** Central Institute of Technology Delivery and Performance Agreement
- Definition:** The table indicates the quota and actual achievement of SCH in the profiled Department of Training and Workforce Development Industry Group Categories. The classification of these Industry Groups is based on the occupation or outcome the course is intended to serve and highlights the Institute's performance in achieving industry delivery targets.
- Derivation:** DPA data represents the actual achievement of SCH in respective years. Planned data is obtained from the DPA and actual SCH from the College Management Information System (CMIS). Non-profile delivery SCH is the actual SCH count of enrolments not funded under the DPA in CMIS.
- Comments:** In 2013 the Institute met the anticipated demand and achieved its Profile target.

Measure B: Profile Achievement (Effectiveness Indicator)

This performance indicator shows the percentage of Student Curriculum Hours (SCH) achieved for activities as contracted with Department of Training and Workforce Development for vocational education and training delivery through the Delivery and Performance Agreement.

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

2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Target
97.0%	100.0%	115.6%	111.1%	103.3%	98.4%	100.4%	100.0%

Notes (for Measure B):

- Source:** Central Institute of Technology Delivery and Performance Agreement.
- Derivation:** DPA data represents the actual achievement of SCH in respective years.
- Comments:** During 2013 the Institute continued to experience strong demand for training services, meeting the anticipated demand and achieved its Profile target.

Overall Cost per SCH (Efficiency Indicator)

The overall cost per SCH demonstrates the efficiency with which Central Institute of Technology manages its resources to enable the provision of vocational education and training programs.

$$\text{Actual cost} = \frac{\text{Total Cost of Services}}{\text{Total SCH}}$$

2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Target
\$11.86	\$10.36	\$9.92	\$10.93	\$11.65	\$12.36	\$12.27	\$11.99

Notes (for Cost per SCH):

- Source:** Financial Statements and the College Management Information System.
- Derivation:** The total delivery cost per SCH is calculated by dividing the total cost of services measured on an accrual basis by the total SCH delivered. The total SCH is the total number of enrolments multiplied by the hourly duration of these modules as registered in the College Management Information System in accordance with the Australian Vocational Education and Training Management Information Statistical Standard. Delivery from all funding sources is included. The total cost of services figure is obtained from the Annual Financial Statements.
- Comments:** The decrease in overall cost per SCH reflects the decrease in total cost of services. There was also a corresponding decrease in SCH delivery. The decline in delivery resulted in reduced expenditure on Employee Expenses. Expenditure on supplies and services also declined due to short term corrective measures applied by Treasury.

Department of Training and Workforce Development Student Satisfaction Survey

The 2013 Student Satisfaction Survey has been administered on behalf of the Department of Training and Workforce Development by Patterson Research Group. The survey is used to measure the quality of the service which is provided by the Department and State Training Providers, and to gain a better understanding of its customers and their needs. Institute specific data are reported as well as comparisons with other State Training Providers.

The usable state target population was established as 55,468 and the response rate for the State was 19.0%. From a usable population of 13,629 at Central Institute of Technology, 2,858 usable returns were received (making the response rate 20.1%).

Overall Student Satisfaction Rating (Effectiveness Indicator)

The overall student satisfaction rating expresses the number of 'satisfied' and 'very satisfied' respondents. The results provide an overall expression of how satisfied students are with various services provided by the Institute.

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Target
Central Institute of Technology	86.0%	83.1%	83.2%	85.5%	87.0%	83.8%	82.4%	85.0%
Western Australia	86.8%	85.4%	85.6%	86.7%	88.4%	86.3%	85.9%	n.a.

Notes:

- Source:** Department of Training and Workforce Development, 2013 WA Student Satisfaction Survey.
- Derivation:** The standard error for the survey was calculated at $\pm 0.6\%$, with a 95% confidence level
- Comments:** There was no significant change in student satisfaction from 2012 to 2013.

Student Outcome Survey

The Student Outcomes Survey is conducted on behalf of the National Centre for Vocational Education Research (NCVER) by the Social Research Centre. The aim of the survey is to measure vocational education and training students' employment, further study and the opinions of the training undertaken.

Questionnaires were sent to a stratified (field of education, sex and age), randomly selected sample of Central Institute of Technology graduates who successfully completed a qualification in the previous reporting period.

In 2012 the NCVER made improvements in the classification of graduates and module completers (see 'An analysis of self-reported graduates', <http://www.ncver.edu.au/publications/2501.html>). The 2011 data has been adjusted in the following tables, which means data presented in Central's 2011 annual report will be different to the data shown here. NCVER have not applied the new classification approach to the data from previous years for TAFE WA and TAFE Australia, the benchmarks used by Central in the effectiveness indicator reporting.

Graduate Achievement Rating (Effectiveness Indicator)

The Graduate Achievement Rating is an indicator that measures the extent to which Central Institute of Technology graduates have fully or partly achieved their main reason for undertaking the training.

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Target
Central Institute of Technology	80.2%	81.4%	82.5%	83.2%	82.4%	85.0%
Western Australia	87.1%	86.7%	87.5%	88.5%	85.8%	
Australia	85.9%	85.1%	85.8%	85.0%	83.8%	

Notes:

- Source:** Student Outcome Survey, National Centre for Vocational Education Research (NCVER).
Please Note: The 2013 report presents the data from graduates of the 2012 academic year.
- Derivation:** The relative 95% confidence interval was $\pm 2.3\%$ for Central graduates.
- Comments:** Although 8.8% of Central Institute of Technology graduates identified further study as their main reason for undertaking their training, 39.8% were enrolled in further study after their training. Achievement of the initial main reason may not therefore be a reliable indicator of effectiveness when considered independently of other data.

Graduate Destination (Effectiveness Indicator)

The proportion of graduates in employment is a performance indicator, as at 31 May 2013, which shows the extent to which Central Institute of Technology is providing relevant and quality training that improves student employability.

Please Note: No targets for this indicator have been set as graduate destination is beyond the influence and control of the Institute.

Employed	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Target 2013
Central Institute of Technology	70.9%	70.7%	75.1%	77.8%	77.5%	n/a
Western Australia	78.0%	79.0%	79.7%	82.2%	80.4%	n/a
Australia	77.1%	76.5%	77.1%	77.8%	77.1%	n/a

Unemployed	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Target 2013
Central Institute of Technology	13.5%	13.7%	12.5%	11.2%	13.1%	n/a
Western Australia	10.1%	8.8%	9.9%	9.5%	10.8%	n/a
Australia	11.3%	12.4%	12.0%	11.9%	13.2%	n/a

Not in Labour Force	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Target 2013
Central Institute of Technology	15.5%	15.2%	12.2%	10.9%	9.3%	n/a
Western Australia	11.8%	11.7%	10.0%	8.2%	8.5%	n/a
Australia	11.1%	10.8%	10.6%	10.1%	9.6%	n/a

Enrolled in Further Study After Training	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Target 2013
Central Institute of Technology	43.6%	47.8%	47.4%	44.2%	39.8%	n/a
Western Australia	32.8%	35.2%	34.0%	37.8%	37.1%	n/a
Australia	32.8%	32.8%	32.8%	37.4%	36.1%	n/a

Notes:

- Source:** Student Outcome Survey, National Centre for Vocational Education Research (NCVER).
- Derivation:** Graduate labour force status was derived according to the standard definitions of the Australian Bureau of Statistics of employed, unemployed and not in the labour force.
- Comment:** Central, with its comparatively strong focus on higher level qualifications, has the lowest proportion of students who undertook the training because it was part of a traineeship or apprenticeship (Central 13.4%; WA TAFE 24.5% and Australia TAFE 21.7%). While Central had comparatively fewer graduates employed after training compared to WA TAFE and Australia TAFE, 9.7% of Central graduates were enrolled at university after training (WA TAFE 7.4% and Australia TAFE 8.2%) while 24.4% of Central graduates were enrolled at a TAFE institute after training (WA TAFE 23.1% and Australia TAFE 21.1%). A higher proportion of Central graduates undertook training for further study reasons (Central 8.8%; WA TAFE 6.8% and Australia TAFE 5.3%).

ministerial directives

Treasurer's Instruction 903 (12) requires Central Institute of Technology to disclose details of any Ministerial directives relevant to the setting of desired outcomes or operational objectives, the achievement of desired outcomes or operational objectives, investment activities and financing activities.

No such directives were issued to Central Institute of Technology.

other financial disclosures

Pricing Policies for Services Provided

Under the Vocational Education and Training Regulations 1996, the Institute may determine fees and charges for services, other than for services prescribed by the Minister for Training and Workforce Development. The Institute has documented fees and charges payable, including those gazetted by the Minister, in its annual Fees and Charges Policy.

Included in the 2013 Fees and Charges Policy is the application of statutory fees and charges in Schedule 1 of the Policy, of Institute fees and charges in Schedule 2 of the Policy and of Resource Fees in Schedule 3. In 2013, Central Institute of Technology's fees and charges were increased by 1.9% which was applied in accordance with the Policy Guidelines for Publicly Funded Registered Training Organisations.

Capital Works

Central Institute of Technology's capital works program was funded by internally generated revenue and State and Commonwealth Government contributions. An overview of the major capital works completed and in progress is presented below.

Completed capital works

REACH Clinic, Mount Lawley

A ground-breaking primary health care clinic is

now open at Central Institute of Technology's Mt Lawley campus.

The Roaming Education and Community Health (REACH) Wellness Centre offers primary health care services to those in need, while also supporting future nurses and health professionals by providing high quality education, training and clinical placement opportunities.

The \$1.7 million project was completed in June 2013. The project included the provision of the following:

- Public Reception
- 3 x practitioner rooms
- Universal Access toilet facility and shower
- Dirty utility
- Clean utility/medical store
- Simulated ward for student training with recording area and debriefing room
- 2 x small computer rooms for student access
- Classroom
- Staff office
- Conference room

Signage Project

This project delivered the installation of standardised Central Institute of Technology internal and external signage within all buildings to create a complete campus identity and improve way finding for our students. The \$740,00 project was completed in July 2013.

Capital Works in Progress

25 Aberdeen Street Forecourt

The redevelopment of 25 Aberdeen Streetscape is essential to integrate and fashion linkages between buildings creating a Campus within Aberdeen Street. A new entrance into 25 Aberdeen Street and an open forecourt will be created to provide visual permeability to the building, student collaborative working area, universal access and enhance the interconnection with 30 Aberdeen Street. The project valued at \$1.2 million is funded by the State Government.

The tender for this project closed on 13th December 2013 and building work is expected to be completed in 2014.

Green Skills Training Centre, East Perth

The Green Skills Training Centre is an exciting development for Western Australia. The new building will be the embodiment of sustainable technology, architecture, construction practises and landscaping. The building has been designed by Woodhead Architects and will be the first educational facility in this State to achieve a six Green Star rating. The Centre will cater for an additional 2,500 students in the first three years of operation and student access during the construction of this building is arranged providing a living example of design, engineering, architecture and interior design within Central. Building Information Modelling (BIM) technology has been used to design the building and the model will be used as a training tool within Central. Construction is expected to be completed July 2014 and the estimated project value is \$16.4m.

16 Aberdeen Street, Le Cordon Bleu

Leased space within the new 16 Aberdeen Street premises that is currently under construction will be used to deliver Central's training program run in partnership Le Cordon Bleu.

The partnership arrangement between Central and Le Cordon Bleu is for the development of a Bachelor of Business (Convention & Event Management) and a Bachelor of Business (Tourism Management).

16 Aberdeen Street will provide two training rooms, a student break out/reception area and staff hot desks. Minor works are required to tailor the leased space for this purpose including the installation of stud partition walls and IT/AV cabling and equipment.

Maintenance Projects

There are a number of high value, DTWD funded, maintenance projects to be delivered in 2014 which include the following:

- Refurbishment of lifts within 19 and 25 Aberdeen Street to resolve operational issues
- Leederville Fire Services upgrade to comply with current standards
- The installation of Residual Current Devices to Mount Lawley, Perth and Leederville is 70 % completed, Mount Lawley will be completed 2014
- Repairs to the air conditioning system within 19 Aberdeen Street
- Mount Lawley critical maintenance works program
- Replacement of the Fire Panels within 25 Aberdeen Street and East Perth

Employment and Industrial Relations

Staff Profile

Summary of Employees by Category as at 31 December for 2012 and 2013:

Staff Category	2012	2013
Number of permanent, contract staff	1071	1036
Number of casual staff	313	308
Percentage of full-time staff (perm and contract)	64%	62%
Percentage of part-time staff (perm and contract)	36%	38%
Percentage of male staff (perm and contract)	37%	38%
Percentage of female staff (perm and contract)	63%	62%
Percentage of academic staff (perm and contract)	58%	56%
Percentage of Academic support staff (perm and contract)	42%	44%
Percentage of staff with a disability (perm and contract)	2%	2%
Percentage of Indigenous staff (perm and contract)	1%	1%
Percentage of staff from an ethnic background (perm and contract)	38%	39%
Percentage of staff under 25 years of age (perm and contract)	2%	2%

Workforce Development and Training

Review of Professional Development

During 2013, Organisational Development undertook a comprehensive review of staff Professional Development across the Institute. Findings from this review will inform the development of a Professional Development Strategy in 2014 that will focus on better aligning staff professional development with the Institute's strategic priorities and more effectively integrating professional development planning with staff performance management.

Peer Coaching

The Peer Coaching program has seen 25 coaches trained and available to work with their colleagues across Central. They are members of an active 'Community of Practice' and have completed training in the Coaching Conversation Model (a cognitive coaching approach) and also (in the case of academic coaches), a course in Instructional Conferencing for use with academic staff.

Induction Change

The academic Staff Induction Program was modified to include National Quality Council requirements on skill set training for lecturing staff without a Certificate IV TAE, with over 150 staff participating in 2013.

Instructional Intelligence

Central currently has 157 permanent/contract lecturers trained in the use of Instructional Intelligence (II) who have been trained since 2007. This is the equivalent of a third of our permanent/contract lecturing cohort. It is a program that allows a study pathway for Higher Education qualifications through a formal agreement with Charles Sturt University.

Pilot Program

A pilot program for a unit of competence entitled Address Adult Language, Literacy & Numeracy Skills) was developed for roll out to the entire cohort of academic staff in 2014 in order to maintain compliance with new national standards.

This will be a blended model of delivery (face to face and online).

PD Software

2014 will see new online Professional Development software being trialled at Central which will provide both academic and non-academic staff with professional growth opportunities 24/7.

Industrial Relations

During 2013 the Industrial Relations team commenced and managed twelve (12) discipline matters, all of which related to alleged breaches of Central's Staff Code of Conduct.

Of the twelve (12) cases commenced, three (3) matters are ongoing and were not resolved in 2013.

Central continued to regularly report the Corruption and Crime Commission (CCC) where matters of alleged misconduct as defined by the Corruption and Crime Commission Act 2003 were involved.

governance disclosures

Declaration of Interests

In accordance with the requirements of Treasurer's Instruction 903(14) on disclosure of interests of senior officers:

- no senior officer has had any shareholding in the Institute; and
- to the best of our knowledge, no senior officer has any interest in contracts made or proposed with the Institute.

Public Liability Insurance

Central Institute of Technology has paid \$10,714 for Directors and Officers Liability Insurance to indemnify any director (as defined in Part 3 of the Statutory Corporations (Liability of Directors) Act 1996) against a liability incurred under sections 13 or 14 of the Statutory Corporations (Liability of Directors) Act 1996.

other legal requirements

Advertising

In accordance with Section 175ZE of the Electoral Act 1907, the following is a statement for all expenditure incurred by Central Institute of Technology during 2012 in relation to advertising, market research, polling, direct mail and media advertising organisations:

1. The total expenditure for 2012 was \$388,132
2. Expenditure was incurred in the following areas:

Type and External Agency	Cost
Advertising agencies	\$45,353
BrainCells Advertising	\$45,353
Media advertising organisations	\$264,732
OMD	\$196,371
AdCorp	\$72,644
Online / Web Development	\$81,500
Market research organisations	\$0.00
Polling organisations	\$0.00
Direct mail organisations	\$0.00

Disability Access and Inclusion Plan Outcomes 2013

Central acknowledges that people with disability experience significant economic exclusion, as a result of the barriers they face in accessing education and training and securing employment. The organisation recognises that the encouragement of people with disability to participate in post-secondary education will facilitate for this cohort of students, improved employment opportunities and career pathways that lead to increased economic inclusion. To this end, lecturing staff are supported and encouraged to adopt inclusive teaching practices in both the design and delivery of courses, which ensures equality in training by minimising disadvantages experienced by students with disability.

Our Access and Equity Support Service operates from the premise of building the capacity of academically able, mainstream vocational education and training students to participate in and successfully complete their training. Some of the key strategies employed include implementing a self-advocacy and study skills programme, using new assistive technologies, adopting inclusive teaching methods and assessment options, and reducing academic load.

Listed below against the seven DAIP desired outcomes are some of the initiatives being implemented by the Institute.

1. People with disability have the same opportunities as other people to access the services of, and any events organised by Central Institute of Technology.
 - Ensure universal design principles continue to be adopted across the development and delivery of teaching and learning and support services.
 - Continue to provide training workshops on universal design and reasonable adjustments as part of our professional development programme.
 - Continue to provide a semester based Access and Equity Scholarship.
 - Continue to provide access to Disability Services officers across all major campuses.
 - Continue to work in collaboration with learning portfolio staff to support students with disability to achieve successful outcomes.
 - Continue to provide wheelchair access and interpreters at Central's events when required.
 - Continue to use DAAWS funding for students in apprenticeships and traineeships programmes requiring additional assistance.
 - Central is currently collaborating with NDS and TEDAN on a research initiative to improve the transition of students with disability who successfully gain admittance to mainstream courses.
2. People with disability have the same opportunities as other people to access

buildings and other facilities of Central Institute of Technology.

- Continue to upgrade signage in raised/tactile format at all campuses.
 - Continue to update lifts and ramps.
3. People with disability receive information from Central Institute of Technology in a format that will enable them to access the information as readily as other people are able to access it. This includes:
- Central has continued to expand the range of information available to student via its website and now uses email as a main method of communication to ensure the timely access to information.
 - Central expanded its range of e-journals and e-books/texts. Electronic lesson notes, course information etc. is now available via Central doc. for students.
 - Continue to provide training material in formats appropriate to student needs.
 - Continue to provide Central in-house Interpreting service for deaf students.
4. People with disability receive the same level and quality of service from the staff of Central Institute of Technology as other people.
- Continue to actively promote the Institute's inclusive practices in all course information marketing material to encourage people with disability to apply for admittance, and participate in training and education.
 - Continue to identify /explore assistive technologies that make teaching more inclusive. This year i lecture capture was trialled and our digital learning resources repository and access system was launched.
 - Sessions on reasonable adjustment and substantive equality included in Central's professional development programme.
 - Continue to provide ongoing training for staff on assistive technologies available.
 - All Central contractors and agents are made aware of their obligations and responsibilities

to people with disability via the inclusion of a clause in all contracts and agreements as stated in Central's DAIP.

5. People with disability have the same opportunities as other people to make complaints at Central Institute of Technology.
- Students and members of the public can request information on the complaints process in alternative formats. Central's complaints process is published on Central's website.
 - People with disability are given the opportunity to meet face to face with the complaints management officer if this would make it easier and also bring an advocate.
 - People with disability are given the opportunity to make verbal or written complaints.
6. People with disability have the same opportunities as other people to participate in any public consultation at Central Institute of Technology. The following principles and feedback mechanisms are used:
- Students receiving support through our Disability Services are given the opportunity to provide progressive feedback on whether the services are meeting their needs to enable adjustments to be made as necessary. At the end of each semester, students are invited to participate in an evaluation of their services, as part of our continuous improvement practices and to plan support for the following semester.
 - Any public consultation regarding access improvements is extended to relevant stakeholders such as students with a disability, disability consumer agencies, peak disability organisations, and carers of people with disabilities.
 - Any public consultation undertaken by Central is extended to the general public and advertised in mainstream media, and people can request information in alternative formats.
7. People with disability have the same opportunities as other people to participate in employment at Central Institute of Technology.

The following strategies have been implemented:

- Inclusive recruitment practices have been adopted.
- Employees with disability are provided with support to ensure they can successfully undertake their role and participate in employee related activities and events.
- Flexible employment practices are adopted to ensure accommodations can be made.

Compliance with Public Sector Standards and Ethical Codes

Human Resource Management Standards

During 2013, two (2) breaches of standards claims were submitted against the employment standard. For one (1) of the breaches lodged it was determined that no relief was required and the remaining breach was resolved at the agency level.

Codes of Ethics and Codes of Conduct (Ethical Codes)

Throughout 2013 Organisational Development conducted staff information sessions on the Staff Code of Conduct. These sessions were designed to raise awareness of the Staff Code of Conduct and provide staff with guidance on the behaviours that support our Staff Code of Conduct.

Grievances

During the reporting period Central managed nine (9) formal grievances. Of the grievances lodged, four (4) were resolved in 2013 and five (5) remained ongoing.

Recordkeeping Plan

Central Institute of Technology operates within a sector-wide Recordkeeping Plan. This plan was endorsed by State Records Office in 2012. State Training Providers also reviewed the sector-wide Functional Retention and Disposal Schedule and it was approved in December 2013 by State Records Office.

The Institute reviewed their web pages and progress is ongoing to ensure Policies and Procedures relating to their Web Content are

compliant with governing practices.

The Institute's records management policies and procedures have been reviewed to ensure compliance with legislative requirements. Central promotes recordkeeping awareness through:

- the provision of onsite training and support to all staff;
- up to date systems, manuals and work instructions;
- new staff are asked to complete online Recordkeeping Awareness Training
- existing staff are being asked to complete online records awareness training – in 2012 sessions were provided, for the first time, during Institute Professional Development Day and this has continued to be rolled out to all staff
- industry training was provided to Records Staff through attendance at training sessions, courses and attendance at industry events— providing up to date industry knowledge, skills and awareness of current issues impacting on business.

No recordkeeping audit was conducted in 2013.

government policy requirements

Occupational Safety, Health and Injury Management

Central is committed to the safety and health of staff and students. Central actively promotes occupational safety and health (OSH) information and systems within the Institute and provides guidance to staff and students through these systems.

Significant occupational safety and health initiatives undertaken in 2013 include:

- establishing a renewed and more supportive process on injury management that includes early intervention to support staff with workers and non-workers compensation injuries and illnesses to return to the workplace;
- developed and implemented a detailed Health and Wellness program;

- continued simplification of OSH information, policies, plans and guidelines;
- a comprehensive new design of the internal website collating all information into one easy to use area
- developing a safety culture where individual and collective responsibilities and accountability is integrated into everyday institute planning and course delivery;
- completed tender process and the awarding of an “OSH Management System/Solution” contract. (implementation in 2014).

To comply with the mandated manager and supervisor training requirements, Central conducted face to face Injury Management training sessions focusing on the Line Managers role and involvement, along with group and individual sessions on their OSH responsibilities.

Central actively sought consultation with employees on OSH issues through:

- Safety and Health Representatives who were promoted via the intranet and attended safety inspections with management;
- Regularly scheduled local safety committee meetings
- Strategic Safety Committee which meets quarterly to discuss strategic OSH issues; and
- Regular contact with statutory authorities, unions, State Training Providers and government agencies.

Central has a hazard and injury management reporting system. Hazards are analysed for any trends and reported to the Strategic Safety Committee.

During 2013 Central managed multiple complex Return to Work Programs in accordance with the *Workers' Compensation and Injury Management Act 1981*.

To meet legislative requirements when dealing with hazardous substances, Central continued to maintain the ChemWatch database to produce Material Data Safety Sheets, carry out risk assessments to identify storage compatibility, safe use and handling, exposure levels and identify any Personal Protective Equipment.

Indicator	Target	2013	2012	2011	2010
Number of fatalities	Zero (0)	0	0	0	0
Lost time injury/disease (LTI/D) incidence rate	Zero (0) or 10% reduction on the previous three (3) years	0	0	0	0.84
Lost time injury severity rate	Zero (0) or 10% improvement on the previous three (3) years	50%	16.66%	74%	18%
Percentage of injured workers returned to work within (i) 13 weeks and (ii) 26 weeks	Greater than or equal to 80% return to work within 26 weeks	100%	100%	71%	100%
Percentage of managers and supervisors trained in occupational safety, health and injury management responsibilities	Greater than or equal to 80%	80%	55%	64%	93%

Note 1. Lost time injury or disease incidence rate

The number of lost time injury and or disease claims lodged where one day or shift or more was lost from work as a factor of the number of full-time equivalent employees.

Note 2. Lost time injury severity rate

The number of severe injuries (actual or estimated 60 days or more lost from work) as a factor of the total number of lost time injury and or disease claims.

Note 3. Percentage of managers trained in occupational safety, health and injury management responsibilities

In 2012, the target for percentage of managers trained in occupational safety, health and injury management responsibility was set at greater than or equal to 50%. In 2013, this target was readjusted to 80%.