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465 Elgar Road
Box Hill VIC 3128

Nelson Campus
853 Whitehorse Road
Box Hill VIC 3128

Whitehorse Campus
1000 Whitehorse Road
Box Hill VIC 3128

Ceylon Campus
30 – 32 Ceylon Street
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The information contained in this publication is correct at the time of print (**April 2012**). Box Hill Institute reserves the right to alter, amend or delete details of information published in this publication.

Designed and printed by:
BHI Digital Print Services

ISSN: 1442-228X

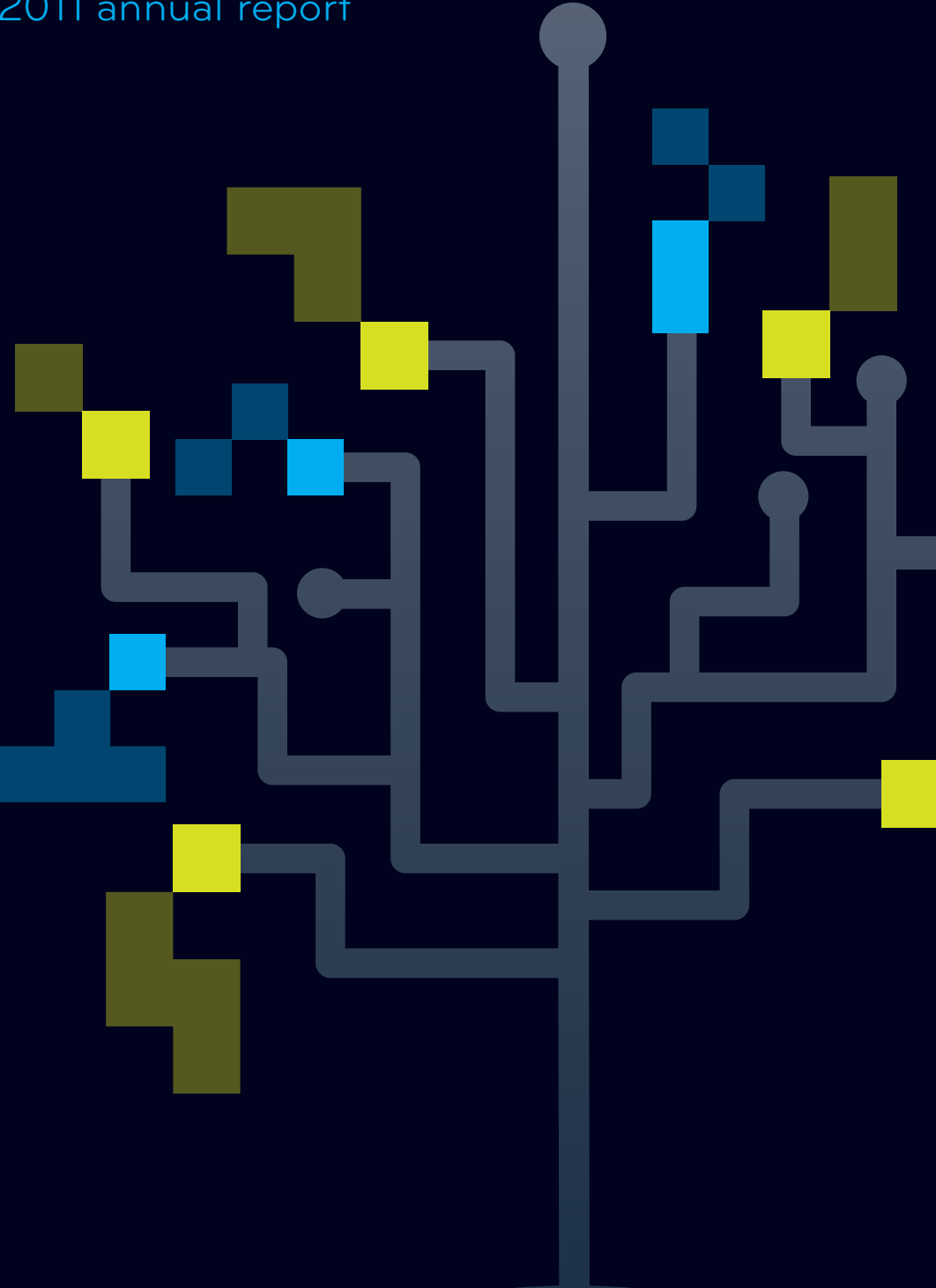
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ABN: 76 268 630 462

CRICOS provider number: 02411J



BOX HILL INSTITUTE
2011 annual report



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connected 
with our world

Providing students with excellence in teaching,
a positive learning environment and the opportunity
to excel in the global employment market



connected with our values

The Institute prides itself on its ability to deliver a broad range of vocational education and training services

VISION, MISSION AND VALUES

vision

Box Hill Institute will be Australia's No. 1 global vocational education and training provider.

mission

Box Hill Institute exists to provide training and education to meet the workforce development needs of the communities we serve by developing skills which enable students to participate and optimise opportunities in the employment market and which enable enterprises to be competitive, sustainable and successful in the marketplace.

values

Box Hill Institute adopts the following values to underpin and guide its day-to-day activity and future development:

Integrity

We will operate ethically, reliably and honestly.

Excellence

We will exceed expectations and strive to be the best we can be.

Care and Respect

We will provide a caring and understanding environment, acknowledging each other's individuality and differences.

Differentiation

We will be leaders in our fields and create unique points of difference that set what we do apart from other education and training providers.

commitments

Box Hill Institute is committed to the following:

Students

Providing students with excellence in teaching, a positive learning environment and the opportunity to excel in the global employment market.

Skills

Providing industry and the community with the highest skills which will develop capability and achieve global competitiveness.

Staff

Providing a working environment that attracts staff, nurtures leaders and encourages excellence and a global outlook.

Service

Service excellence in everything we do.

ESTABLISHMENT

about

A leading tertiary institution operating within Australia and internationally, Box Hill Institute is a registered higher education provider, a registered training organisation (RTO) and a non-school senior secondary provider. Accordingly, the Institute is licensed and registered to operate across the secondary, vocational education and training (VET), and the higher education sectors. The Institute prides itself on its ability to successfully deliver a broad range of quality vocational education and training services. It is one of the largest providers in Victoria with over 44,000 enrolments.

programs

The Institute delivers more than 600 courses including many that are delivered internationally and within industry, covering a range of short courses, certificates, diplomas, associate degrees and degrees.

services

Box Hill Institute offers a wide array of sought-after services including industry consultancy, project management, skills recognition and employment services.

campuses

Box Hill Institute has four campuses located in Victoria which includes three in Box Hill: Elgar Campus, Nelson Campus and Whitehorse Campus and the Ceylon campus which is located in Nunawading. There is also an additional facility for automotive and prevocational studies located in Box Hill.

A significant component of the Institute's course delivery is carried out off-shore. The Institute has extended campuses around the world including: China, Dubai, Fiji, Kuwait, Malaysia, Papua New Guinea, Saudi Arabia, Vietnam and a new Singapore campus.

specialist centres history

The Institute is home to three specialist centres delivering industry focused training solutions:

- Specialist Centre for Biotechnology Training, BioSkills.
- Specialist Centre for Services for Small to Medium Enterprises.
- Specialist Centre for Information and Communications Technology (ICT).

Plus two centres for excellence:

- Centre for Excellence in Climate Control and Refrigeration.
- Bakers Delight Centre for Excellence in Bakery Training.

training workplaces

Box Hill Institute operates a large number of authenticated training workplaces that are unique to the relevant teaching centres responsible for their operation. They include:

- Aveda Day Spa.
- Bakers Delight Centre for Excellence in Bakery Training.
- Flowers on Elgar.
- Fountains Restaurant.
- InnovaBio – a student-run biotechnology enterprise.
- Lighting and Sound Hire (LASH).
- Music Industry Business Office (MiBO).
- Nursing Skills Centre of Excellence (NSCE).
- Pets on Elgar.
- Salon on Elgar.
- Whitehorse Fitness Centre.

Box Hill Institute is the descendant of two Box Hill area technical schools: 'Box Hill Technical School for Girls and Women' which first opened its doors on 4 September 1924, and the 'Box Hill Technical School for Boys' which was established on 2 February 1943. The girls' technical school was renamed 'Whitehorse Technical School' in 1971.

Around the same time, the boys technical school separated its secondary and tertiary programs, with the tertiary section becoming 'Box Hill Technical School'. Both the girls' and boys' schools were declared colleges of Technical and Further Education in late 1981.

Whitehorse Technical School and Box Hill Technical School merged to become 'Box Hill College of TAFE' which was established by an Order in Council dated 25 January 1984, under the Victorian Post-secondary Education Act 1978, following an amalgamation with the Whitehorse College of TAFE.

The Governor in Council approved orders changing the name of Box Hill College of TAFE to Box Hill Institute of TAFE on 12 September 1995. The function, power and duties of the Institute's board are set out in the Education and Training Reform Act 2006 and the Constitution of the Board of the Box Hill Institute of TAFE.

The relevant Minister is: The Honourable Peter Hall, MLC, Minister for Higher Education and Skills, Minister Responsible for the Teaching Profession, Member for Eastern Victoria.

PARTNERSHIPS

education alliances

Box Hill Institute understands in the importance of creating strong partnerships and collaborations and has recently developed and strengthened several key strategic alliances.

CAE partnership

In September 2011, the Box Hill Institute board, management and staff welcomed the news of an exciting new partnership between Box Hill Institute and the Centre for Adult Education (CAE).

CAE has over 60 years experience in delivering accredited courses designed to help adults complete their secondary education and begin or change their career direction.

A positive step forward for the CAE and Box Hill Institute, the new partnership promises to forge a long and successful future which will offer a unique blend of lifelong learning with career focused outcomes.

With a proud history that has seen Box Hill Institute firmly establish itself as a premier TAFE provider, both in Victoria and internationally, the Institute looks forward to this new chapter in its vibrant history.

The new partnership was endorsed by the Minister for Higher Education and Skills and the Minister Responsible for the Teaching Profession, the Hon. Peter Hall MLC, the Box Hill Institute Board Chair, Elizabeth White and her fellow Box Hill Institute board members.

University partners

In 2011, Box Hill Institute strengthened its partnerships with selected universities. These relationships have created new pathways and opportunities for students at Box Institute. The Institute's partners include:

- Australian Catholic University (ACU).
- Deakin University.
- Latrobe University.
- Monash University.

Other educational alliances

Box Hill Institute has an international alliance with the Global Education Network comprising:

- Institute of Technical Education (Singapore).
- Kirkwood Community College (USA).
- Southern Alberta Institute of Technology (Canada).

The Post Secondary International Network (PIN) is an alliance of postsecondary institutions dedicated to the continuance of international education and understanding through a sharing of experience.

The first of its kind in Australia, Box Hill Institute partnered with a number of institutes in Australia and Europe to deliver the Vocational Certificate in Working Globally. The partnership comprises the following institutes:

- South West TAFE (Victoria).
- Challenger TAFE (Western Australia).
- Adam Smith College (Scotland).
- Silkeborg Technical School (Denmark).
- Alfa College (Netherlands).



connected with our partners

The Institute's collaboration with selected partners creates greater opportunities for Box Hill Institute students

off-shore vocational education and training delivery

Box Hill Institute provides education and training in a range of international locations including campuses and licensed partners in Melbourne, Singapore, Macau, Kuwait, Tehran, Dubai, Abu Dhabi, Fiji, Samoa, Papua New Guinea, Vanuatu, Vietnam, Malaysia and China.

international clients

Box Hill Institute works with a diverse range of international clients to build their workforce capability. In 2011, the Institute provided training and services to clients based in various countries including Singapore, Malaysia, Colombia, Macau, the Maldives, China and the United Arab Emirates.

school partnerships

Box Hill Institute has partnerships with over 100 secondary colleges. Arrangements include the provision of Vocational Education Training in Schools (VETiS), Pathways Program (formerly Growth and Pathways) and Victorian Certificate of Applied Learning (VCAL) programs. These programs are provided both at Box Hill Institute and within the school environment. The Institute also has a unique relationship with the Whitehorse Pathways Alliance, creating affiliations between Box Hill Institute and schools within and around the City of Whitehorse.

community partnerships

Box Hill Institute has a strong commitment to the eastern suburbs of Melbourne and, as part of its corporate citizenship agenda, works with a number of community-based organisations. In 2011, the Institute continued to work closely with the Cities of Manningham and Whitehorse, local Rotary Club districts and other community partners on a range of education and training initiatives.

industry partnerships

Box Hill Institute works extensively with industry partners to service industry training needs and to obtain input into the design of course content. During 2011, a significant number of new programs were developed in response to industry demand.

The Institute's alumni program ensures contact is kept with students as they progress through their careers.

connected with our achievers

The goal of Box Hill Institute is to provide an environment that encourages and develops the leaders of tomorrow



A YEAR OF AWARDS

The outstanding efforts and achievements of Box Hill Institute staff and students were recognised through a number of prestigious awards during the year. These awards recognise quality in teaching and training and are awarded externally by government or industry-based associations. They celebrate the accomplishments of teams and individuals who make up the Box Hill Institute community. They also recognise the value and contribution made by our students and alumni in a range of different industries.

The goal of Box Hill Institute is to provide an environment that encourages and develops the leaders of tomorrow. The Institute's Student of the Year Awards Program, which has been running for over 15 years, recognises students who have demonstrated outstanding achievement in their area of study. These awards are recognised by industry and help to propel students' career and employment prospects.

Recognition of teams and the Institute

Premier's VCE Award: Certificate II in Equine Studies (VET in Schools) students Simone Hardinge, Nicole Caffin and Brittany Bowd.

Institute of Quarrying Australia (IQA): Alex Northover, Award for Student Excellence.

Australian Apprenticeship Services Award: Box Hill Institute, Best Employer Award.

Gateway LLEN Applied Learning Festival and VCAL Awards 2011:

- Intermediate Team Excellence (Intermediate Building and Construction, BlazeAid/Circle in Charlton).
- Senior Team Achievement (Individual Senior Programs, SYN/VALA).
- Senior Community Service (Individual Senior Program, Community Lunches).
- Intermediate Community Service (Intermediate IT/Multimedia Group, Community Lunches).

Alumni

Australian Museum Eureka

Prize: Jason Edwards, graduate of Certificate IV Zookeeping 1994, won first prize for his photograph taken on the Antarctic Peninsula (2010) as a storm front rose over a glacial cap stained by blue and pink snow algae.

11th Biennial Leviny Commemorative Exhibition:

A significant number of past graduates from the Advanced Diploma of Engineering (Jewellery) were represented in the awards.

Interflora District Two

Competitions: Emma Schreenan, Certificate III in Floristry, Rising Star Award winner; Katie Boyle, Certificate III, Florist of the Future Award winner and Kathleen Farrell, Certificate IV in Floristry, Florist of the Year Competition winner.

Industry recognition of students

HBA Industry Awards: Renate Anderson, Certificate II in Makeup, first prize; Liliana Agrella, Certificate III in Hairdressing, first prize and Lisa Ellery, Certificate III in Hairdressing, highly commended.

Gateway LLEN Applied Learning Festival and VCAL Awards 2011: Phillip Behan, Adam Powell, Troy McClelland and Lachlan White, Outstanding Individual Achievement awards.

Battle of the Bands Campus Competition: 'Language of the Birds', State Campus Bands first prize.

Housing Industry Association (HIA) Carpentry Apprentice of Victoria: Edward Meeks, Best Third Year Apprentice.

Furniture Industry Association of Australia Award: Rueben Rich, Best Picture Framing Apprentice.

Hamilton Sheepvention National Young Designers' Award: Catherine Saliba, Dayware Section – first prize.

WorldSkills Australia Regional Challenge Competition: Hair, Beauty and Floristry Category: Alexandra Vasiliadis, Gold; Dayne Robinson, Gold and Cyra Rees, Silver.

National Electrical and Communications Associations (NECA) Apprentice of the Year Awards: Natalie Plain, Best Apprentice, Communications Category.

National Electrical and Communications Associations (NECA) Apprentice of the Year Awards: Michael Bruns, second place best apprentice in the Commercial and Domestic Category.

Melbourne International Flower Show: Naomi Rawlins, Advanced Competition, second prize, Leanne Madafferi, Advanced Competition, third prize.

Equestrian Victoria Gala Awards: Isabel Houghton and Stuart Archibald, Equestrian Australia, Victorian Young Ambassador Award.

Rotary Club Refrigeration Apprentice Award: Kevin Smith, Graham Taylor Apprenticeship Award.

The Les Toques Blanches Award of Excellence Culinary Competition: Mathew Thompson, bronze medal.

Victorian TAFE Barista Competition: Ben Flores, gold medal and Gian-Franco Doberti, silver medal.

Vietnamese National Barista Championship: KOTO Student Pham Van Quyen, fourth top barista in Vietnam.

Institute student awards

Box Hill Institute 2011 Apprentice of the Year: Michael Bruns, Certificate III in Electrotechnology Electrician.

Box Hill Institute 2011 Vocational Student of the Year: Hailey McKenzie, Advanced Diploma of Graphic Design.

CEO Encouragement Award: Carina Cerni, Certificate III in Hairdressing.

Rotary Club of Box Hill Achievement Award: Debbie Andrews, Certificate III in Companion Animal Services.

Alan Broadhead Apprentices of the Year Awards: Lucy Anderson and Courtney Gray.

Rotary Club of Box Hill Trainee of the Year award: Haylee Jones, Certificate IV in Veterinary Nursing.

Enterprising Graduate of the Year: The inaugural Enterprising Graduate of the Year was held in July. The award aims to identify and reward the achievements of enterprising graduates.

The following five outstanding nominees were short listed:

- Danny Armstrong, Advanced Diploma of Banking and Finance – General Manager, National Australia Bank, Shanghai.
- Simone LeAmon, Advanced Certificate in Art and Design – Simone LeAmon Design and Creative Strategy.
- Mike McHugh, Diploma of Applied Art – Senior Systems Engineer, Adobe.
- Melissa Salemm, Advanced Diploma of Business (Marketing) – Assistant Brand Manager, Ascent Pharmaceuticals.
- Frank Camorra, Certificate III in Hospitality (Commercial Cookery) – Chef/Co-Owner, MoVida.

The winner of the inaugural award was Frank Camorra.

Judging committees

Box Hill Institute was a member of the AIA iAwards 2011 judging panel, which was responsible for reviewing and assessing nominations for the iAwards, Australia's premier ICT industry awards.

External awards overseas

All students in China are eligible for a Box Hill Institute scholarship. These scholarships recognise the Institute's commitment to students who aspire to graduate from Box Hill Institute and face the financial and language challenges inherent in their situation.

Shanghai Dian Ji University (SDJU): Hong Bei, Zhang Min and Rong Huiyuan, Advanced Diploma of Management (Specialising in International Business).

Zhejiang Institute of Mechanical and Electrical Engineering (ZIME): Advanced Diploma of Management (Specialising in International Business), Zhang Wenting, Liu Peihe and Shen Yiting.

Jiangsu Provincial Xuzhou Pharmaceutical Vocational College (Xuzhou): Diploma of Marketing, Cong Huanhuan, Li Xueping and Lv Yanfang.

CHAIR'S REPORT

2011 was a very successful year for Box Hill Institute, with many challenges and opportunities presented to, not only us, but but all tertiary education providers.

The Institute's results in 2011 were very pleasing, particularly considering the continual policy changes at both the state and federal government level and the level of uncertainty facing many students and industry clients trying to interpret these policy changes.

This year, our board members have been involved in the decision making process for several significant developments. These developments have included the exciting new Centre for Adult Education (CAE) partnership, the establishment of Box Hill Institute Singapore and the various capital projects that we have underway.

A highlight of the year was the announcement of the partnership with the CAE. This partnership brings together two pre-eminent learning organisations with similar values, missions and focus on students as the learner. The opportunities for both the Institute and the CAE in providing an enhanced range of programs are very exciting and we look forward to the partnership developing in 2012 and beyond. The bringing together of these two organisations means that Box Hill is now in a unique position in Australia. We now cater to the needs of students in the areas of secondary school education, vocational education, higher education and now, thanks to the partnership with the CAE, adult learning.

During 2011, the Institute was involved in a number of discussions with government about governance, with issues such as the constitution of institutes, board membership and the nature of TAFE institutes as organisations all being the subject of wide consultation across the TAFE sector.

We are undergoing a period of substantial change in tertiary education, but I believe that the contribution by the Box Hill Institute Board during the year represents a significant input into future institutional structures across the tertiary system. The board welcomes these discussions as we believe that we have now reached a point of maturity and complexity as an organisation which requires new ways of thinking and of organising ourselves. We look forward to continued input into governance discussions in 2012 and beyond.

During the year, planning and consultation with our industry partners continued, particularly in terms of the new Integrated Technology Hub. Construction of this new facility will begin in 2012 and it will allow students and industry opportunities to explore new ways of learning and engaging with each other.

Box Hill Institute's degree course offerings continue to grow with confirmation of a new degree in Early Childhood and Development and confirmation that our Hospitality Management Degree has been reaccredited. In a first for Australia, Box Hill Institute has partnered with South West TAFE (Victoria), Challenger TAFE (Western Australia), Adam Smith College (Scotland), Silkeborg Technical School (Denmark) and Alfa College (Netherlands) to deliver a dual qualification between Australia and Europe, the Vocational Graduate Certificate in Working Globally.

The qualification has been a culmination of three years of planning between parties and we are delighted to now offer this unique course in 2012 at Box Hill Institute. The vocational certificate incorporates a reciprocal arrangement for students between the European Union and Australia where students undertake at least two units, or four weeks respectively with our partners in Scotland and the Netherlands.

The Vocational Graduate Certificate in Working Globally is set to reinforce Box Hill Institute's global education position as students undertake projects in areas of global concern such as managing people for innovation, environmental sustainability and communication.

A culture of community spirit underpins Box Hill Institute's relationships with all our business, individual and community clients. The Institute prides itself on its corporate values, recognising the importance of contributing to and having a positive impact within our community and around the globe.

These projects have not only assisted disadvantaged communities, they have given Box Hill Institute students the opportunity to experience different cultures whilst undertaking vocational training and enhancing their personal growth.

One such project benefiting our global community is a pilot project taking place in the Solomon Islands under the auspices of the Rotary Australia World Community Service. This successful partnership has been a



collaborative effort between the Institute and local rotary clubs. We also would like to thank the Rotary Club of Box Hill for their continued sponsorship of our award nights.

I am very proud of the quality of education our staff deliver and the professional service they provide to our clients. Their excellent work underpins our reputation both locally and globally.

It has been my honour once again to chair the Institute board. I am proud of the achievements the board has made in 2011 and I thank them for their guidance. In 2011 the Institute achieved growth in enrolments and student contact hours over the course of the year. This growth has ensured that Box Hill Institute is well positioned to provide the much needed training and education to meet emerging workforce development needs.

As with every board there is always a changing of the guard. This year we welcomed to the board our student representative, Paul McCrickard, industry representative Greg Malone and the Institute's staff representative, Michael Zangmeister, who works in the Centre for Creative Industries. We welcome their knowledge and expertise.

I would also like to thank the Chairs of our Board Sub-Committees. Bruce Thompson, Chair of the Audit Finance and Risk Committee and Helen Buckingham who is Chair of the Capital Projects Committee, as well as the Deputy Board Chair Noelene Duff and Philip Belcher. They along with other board members, Ian Hird, Glen Walker and Janet Compton provide ongoing stewardship.

2011 was the fourth year of our current five year strategic plan. During 2011 the board considered its approach to the development of the next plan which will operate from 2013 and took the opportunity to reflect on our successes over the last four years and the changes which we will need to consider as we move forward.

The development of the new plan will be a major focus of the board in 2012. I think the leadership, governance and succession planning that has taken place this year within the Institute has placed us in good stead to achieve our aim of being recognised as Australia's number one global vocational education and training provider.

On behalf of the board, I would like to acknowledge the dedication of the Chief Executive Officer, John Maddock, the senior management team and all staff at the Institute. Our results in 2011 are a credit to this talented and hard working team.

It is clear that we are living in changing times, and I, and my fellow board members look forward to embracing all that the forthcoming year offers our organisation.

Ms Elizabeth White Chair

5 December 2011



CEO'S REPORT

Once again, the Institute had a successful year in 2011. We experienced healthy growth in enrolments and student contact hours in the face of restrictions which surround eligibility and re-skilling requirements. Through resilience, strength and hard work, the Institute and its talented staff not only met targets, but exceeded them. The Institute's board members and management have shown great foresight in planning and their sound decision making has positioned the Institute well in the marketplace. Through strong leadership and direction, their guidance has enabled the Institute to move forward in a complex climate.

2011 was a pivotal year in the history of the Institute, with the formation of an unprecedented new partnership with the Centre for Adult Education (CAE). The Minister for Higher Education and Skills and the Minister Responsible for the Teaching Profession, the Hon. Peter Hall, MLC, announced in September that the two organisations would form a unique partnership under the governance of Box Hill Institute.

In the changing world in which we live, we can't do it all ourselves, we have to form partnerships to grow. It is through this vision and the formation of strong working partnerships that Box Hill Institute continues to diversify, to strengthen and adapt to the competitive environment we operate in. This new partnership between our two pre-eminent Melbourne adult education institutions will put an unparalleled focus on adult and tertiary education in Victoria.

I would like to thank the CAE's outgoing Board Chair Mr Frank King and the Chief Executive Officer, Denise O'Brien for the contribution and enthusiasm they have shown regarding this exciting opportunity. We are delighted that we can now deliver educational offerings across the entire adult education spectrum, including senior secondary, certificates, short courses, pre-accredited training, vocational education and training (VET), and higher education qualifications. The new model became fully operative from 1 January 2012 and we look forward to working with the CAE to provide quality services to customers, students, industry, community and stakeholders of both organisations.

With 2011 being our first full year operating under the new Victorian Government, I am pleased to say we have managed to meet the challenges introduced by skills reform and fee and funding changes. Whilst navigating this new terrain has been difficult, the Institute has however, had many successes. Box Hill Institute has been successful in winning many tenders and contracts with government, industry and commercial enterprises.

A key to our success in 2011 was a willingness to innovate and adapt. To cope with the many changes throughout the year we had to engage in new processes, new technologies, new areas of product delivery, and enhanced customer service. Our flexibility and hard work reflected greatly on the skill and expertise of our staff. There were many examples of innovative new practices over the year, including the Institute's

focus on literacy and numeracy, the development of our Vocational Graduate Certificate in Working Globally, the development of new online courses using blended learning and our generic competencies project. Our strong student satisfaction outcomes indicate that we are on the right track in meeting the changing needs of our students and industry clients.

2011 was a year of increasing complexity for the Institute. A highlight was that the Institute, as part of a consortium, was awarded the contract to implement stage two of the Australian government initiative, the Australia-Pacific Technical College project. This second phase of the project follows on from the great work that was undertaken by the Institute in stage one. In addition, following the receipt of Ministerial approval, Box Hill Institute Singapore was established during the year in order to meet the contractual obligations of the Institute in Singapore.

We celebrated ten years of a wonderful partnership with Know One, Teach One, (KOTO), a not-for-profit hospitality training organisation in Vietnam that has trained approximately 400 disadvantaged Vietnamese youths. I have had the pleasure of offering scholarship programs at Box Hill Institute which will provide study opportunities for KOTO students every year until at least 2016.

Of course, as global educators our work isn't just contained to Melbourne. We have students and staff located across our extended campuses, working on a range of projects around the world.

Through our 20 international partners, Box Hill Institute is recognised as having the most diverse portfolio of offshore qualifications. Throughout 2011, Box Hill Institute continued to achieve growth in offshore enrolments. More than 6,300 enrolments and additional new partnerships have been established, with particular areas of growth in China, Singapore, Vietnam, Kuwait and Malaysia.

I am also pleased to say that our Hospitality Management Degree has been reaccredited and we received accreditation of a new degree in Early Childhood Development for delivery in 2012.

The leadership, governance and succession planning that has taken place this year has ensured that we are well on our way to achieving our vision of being recognised as Australia's number one global vocational education and training provider.

The support of our industry and community partners continues to shape the Institute as we work to keep abreast of changes, innovation and market demand through all sectors. We thrive on building and maintaining partnerships which are integral to the Institute's function as a provider of training and education to meet the needs of students today.

Of particular importance is our continued focus on our industry and enterprise partners. Once such relationship which I value greatly is the partnership with the Air-conditioning and Mechanical Contractors Association (AMCA). I would like to acknowledge the personal contributions of Mr Russell Telford, Chair of the Box Hill Institute/AMCA round table and Mr David Eynon, Executive Director of AMCA.

Growth continues to be a priority for us, and I am pleased to say that we have experienced this through many of our teaching centres. There has been a distinct shift in growth patterns across our centres during the past couple of years, especially in specific areas, namely, health and community services, building and furniture, literacy and numeracy in our foundation courses, electrical and the creative industries area, which continue to flourish.

Paramount to the success and growth of the Institute are our dedicated, professional staff. The friendly culture in which we work is reflected in our teaching, administration, management and customer service.

Due to the shift in course directions and financial restraints placed on the Institute we have had to say goodbye to some staff members in 2011. Some of these people have made extremely valuable contributions to Box Hill Institute over a period of many years and, I would like to acknowledge their input and sincerely thank them for the dedication they have shown to making the Institute one of Australia's pre-eminent educators.

In closing, I would like to thank our board members for the commitment and hard work they have shown with considered deliberation. I would like to make special mention of our Chair, Elizabeth White, for her dedication to the role.

As a board, their questioning, commitment to governance excellence and judgement has ensured that Box Hill Institute is well positioned to provide the much needed training and education to meet today's workforce development needs. Such good governance also ensures that the government and Victorian community can be assured that risks are managed effectively, I thank them for their guidance and support.

Box Hill Institute embraces 2012 with a positive outlook that we can achieve our vision, mission and goals. We look forward to new challenges and opportunities that 2012 will bring and are excited at the prospect of welcoming new students, partnerships, staff and stakeholders.



Mr John Maddock Chief Executive Officer
5 December 2011

CONNECTING WITH INDUSTRY

Box Hill Institute works extensively with industry skills councils to ascertain how best to prepare students for work in particular industries. There are eleven national industry skills councils that cover the skill needs of Australian industry.

Industry skills councils are well connected to their stakeholders, providing leadership in workforce development, developing training to meet industry needs and providing intelligence on industry requirements.

innovation and business skills

In 2011, Box Hill Institute:

- Delivered a new Diploma of Supply Chain and Logistics Management onsite to eastern region manufacturers.
- Implemented a new higher education course, the Higher Education Diploma in Computer Systems (Networking).
- Developed a Graduate Certificate in Tertiary Education in partnership with Melbourne University.
- Was represented on the Committee for the 20th International Conference on Information Systems, and chaired the 21st International Conference on Information (2012).
- Invited industry experts from the Australian Music Publishers Association (AMPAL) to share their knowledge and industry experience with over 100 music industry hopefuls and students.
- Introduced the learning workplace project 'Boxer Records.' The record label worked with a number of bands assisting with national promotion and publicity for new music.

- Collaborated with postgraduate film-making students from Deakin University to write music for films which were shown at the Australian Centre for Moving Image (ACMI).
- Conducted several industry curriculum advisory committees in both higher education and diploma level programs, engaging a strong cross section of the ICT industry, ensuring the Institute's delivery supports industry skills needed now and into the future.

manufacturing skills

In 2011, Box Hill Institute:

- Worked to develop and deliver industry specific training for the airconditioning and mechanical sector, in conjunction with the Air-conditioning Mechanical Services Contractors Association (AMCA).
- Developed eLearning client relationships with businesses such as the Air-conditioning and Mechanical Contractors Association (AMCA) and SP Ausnet.
- Developed assessments for the Class One Disconnect/Reconnect Workers Licence. A course for people with a non-electrical trade qualification who want to acquire skills to undertake limited electrical work.
- Worked with the National Electrical Contractors Association (NECA) to identify industry requirements for training, delivering training and developing resources for training.
- Worked closely with industry regulator, Energy Safe Victoria, to identify training and developed and conducted assessments on their behalf.

construction and property services industry skills

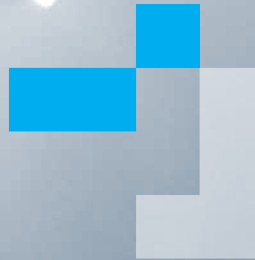
In 2011, Box Hill Institute:

- Further developed the industry reference/liaison group for the Advanced Diploma of Building Design and Diploma of Building courses.
- Strengthened educational partnerships with building contractors, L.U. Simon and Waterstone Homes for industry site visits.
- Engaged with industry representatives to equip students studying the Advanced Diploma of Building Design (Architectural) with improved interview skills and student portfolio presentations.
- Worked with the Master Builders Association to organise an apprenticeship industry roadshow which enabled apprentices and full time students to learn more about wage rates, insurance and career opportunities.

community services and health industry skills

In 2011, Box Hill Institute:

- Strengthened its working relationships with health care providers including Epworth Healthcare and Eastern Health.
- Delivered first aid and customised early childhood training to a variety of clients.



connected with our industries

Training workplaces offer authentic learning environments for the Institute's students in particular industry settings

- Received accreditation for a Bachelor in Early Childhood (Education and Care), with strong support from industry partners.
- Hosted a four-day Immersive Leadership Program. Approximately 90 nurse unit managers from Eastern Health, The Alfred Hospital, Peninsula Health and Southern Health attended the program.
- Provided workplace assessments to enable existing childcare workers to achieve a qualification in children's services.

- Signed a memorandum of understanding with Uniting Aged Care to research and develop an active service delivery program using the AgeWell concept.
- Signed an agreement with Sage Health to use the Institute's NSCE simulation facility to participate in the testing of new medical device product to be used in hospitals. This is a joint project with Deakin University, Eastern Health and Epworth Eastern.
- Sponsored the Practice Nurse of the Year Award with the Eastern Ranges General Practitioner's Association.

service industry skills

In 2011, Box Hill Institute:

- Launched a new training partnership in 2011 with OSCAR Hospitality to offer operational support and consultancy, auditing and recruitment for the aged care and child care sectors.
- Hosted the Les Toques Blanches Award of Excellence Culinary Competition. Competitors were employed in a wide range of restaurants around Melbourne including Zinc at Federation Square, Zaragosa, Jacques Reymond, RACV Club and Sofitel Melbourne.

Chart A: Percentage of 2011 government profile delivery by national industry skills council

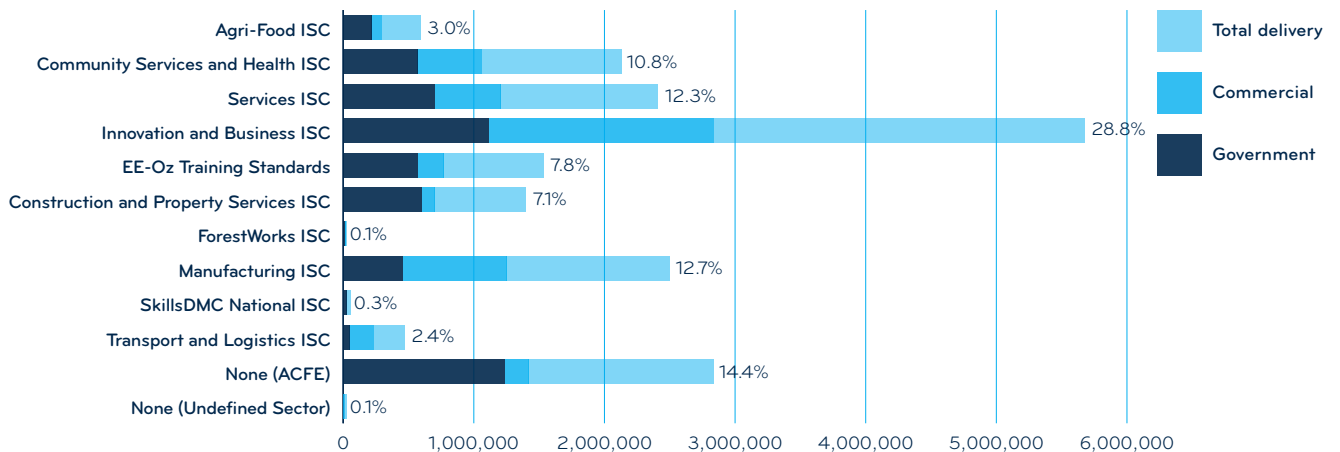


Chart A depicts the proportion of Institute total delivery that aligns with national industry skills council responsibility.



connected with our community

Box Hill Institute exists to provide training and education to meet the workforce development needs of the communities we serve

CONNECTING WITH COMMUNITY

A culture of community spirit underpins Box Hill Institute's relationships with business, community and individual clients.

The Institute's corporate values recognise the importance of making a positive impact within the community. Box Hill Institute collaborates with the community to improve education and employment outcomes, with a particular emphasis on ensuring access and equity for all.

The Institute supports active involvement in community issues and causes.

Examples of good corporate social responsibility can be seen through the involvement of students, staff and clients in local and overseas programs.

KOTO international

Know One, Teach One (KOTO) is a not-for-profit hospitality training organisation that has trained approximately 400 disadvantaged Vietnamese youths in Hanoi over the past 10 years.

Part of a unique, not-for-profit social enterprise business model, KOTO is an extended campus of Box Hill Institute. In 2011, CEO John Maddock announced two full-fee scholarship places at Box Hill Institute every year from 2012 until 2016.

Box Hill Institute hosted fundraising activities to support the KOTO students including the KOTO Cook-Off Fundraiser and the Vietnamese Coffee Experience Fundraiser.

'communities in need' program

The inaugural Box Hill Institute fundraising initiative was launched in 2011 to support the 'Communities in Need' Program. The focus of the program is to provide exchange opportunities to students who would not be able to participate in existing overseas exchange programs. Another important aspect of the program is the focus on helping communities in need, where students can gain valuable industry experience and cultural awareness while helping others.

public tenant program

Box Hill Institute ran a successful community project in partnership with the Department of Human Services in carpentry training for the second year in a row. The Public Tenant Program has been designed to create much-needed job opportunities for people in public housing and to stimulate demand for skilled workers in local areas. The program has resulted in excellent employment outcomes for participants.

community lunch program

Now in its fifth year, Box Hill Institute and Harrison Community Services has continued to work together to deliver the Community Lunch Program. Students from the Centre for Hospitality and Tourism Studies prepared meals and senior (VCAL) students assisted Harrison Services staff and volunteers with the setup, serving and cleanup of the community lunch. The Community Lunch Program allows Box Hill Institute students to gain valuable life skills from interacting with the community.

work placement programs

Box Hill Institute is committed to providing work placement programs that deliver tangible benefit to the community. In 2011, the Institute implemented the following community focused work placement programs:

- The Peer Assisted Leadership (PAL) program involving VCAL students and school groups in Old Orchard Primary School over a four-week period.
- A four-week program of hand massages, manicures and 'sensory journeys' for residents at AVEO, residential aged-care facility in Burwood.
- The building of an onsite cubby house as part of a multi-organisation playground project at Box Hill South Neighbourhood House. Cubby houses and garden furniture were also donated to local schools.
- Students attended the Epworth Eastern hospital to work with cancer patients to provide stress relieving treatments during their chemotherapy treatment.
- Students worked at the Alkira Centre to improve the mobility of their disabled clients and devising activities to improve their fitness to achieve personal goals. As a result, a group of Alkira clients formed their own walking group.

- A solar powered fountain was installed for the Ceres Community Project, an award winning, not-for-profit, environment and education centre and urban farm located by the Merri Creek in East Brunswick.
- Students worked with Eastern Recreation and Leisure Services Inc (ERLS), a not-for-profit, community-based organisation. ERLS works with community sport and recreation providers to support their capacity for inclusive practices and provide more opportunities for people with a disability in community sport and recreation.
- Ex-Box Hill Institute personal computers were reconditioned and provided them to community and not-for-profit organisations.
- Floristry students undertook promotional events, creating displays for two functions at the Bayside Shopping Complex in Mornington.

community events

Box Hill Institute ran a variety of events that provided direct benefit to the community. In 2011, these included:

- A breakfast workshop for business leaders, which was endorsed by the Australian Information Industry Association (AIIA), and the Victorian Green IT Cluster, to bring together industry representatives and demystify what cloud computing offers the IT industry.
- A series of events to recognise Sustainability Week, in conjunction with Whitehorse City Council.
- An Indigenous Cultural Awareness Week with support from the indigenous community elders and artists.
- Two free bicycle maintenance workshops with Nunawading Bicycle Superstore which included a free community BBQ to celebrate Ride-2-Work Day.
- The annual Tertiary Recreation Entertainment Victoria (TREV) Inter-Varsity Basketball Competition at the Nunawading Basketball Centre.
- A National Carpentry and Plumbing Day, with local industry sponsors and associations to raise awareness of building trade apprentices and full time students.
- A sponsorship recognition cocktail party to thank and recognise the support of Box Hill Institute's sponsors. The event allowed guests to network and socialise and to be informed of the future plans of the Institute.

community initiatives

Box Hill Institute participated in a number of community related initiatives in 2011, these included:

- Partnering with the Box Hill RSL Bowls Club and VCAL students to promote sportsmanship skills and to interact with volunteers from all walks of life. A special presentation was organised by the Box Hill RSL Bowls Club in recognition of this successful partnership.
- Supporting an information technology awareness and education program with local aged care group, AVEO, which runs several retirement centres in the Whitehorse area.
- Assisting to support Scope, assisting six children with cerebral palsy to attend a Masterclass in baking with chef John Hughes in the Institute's Bakers Delight Centre of Excellence.
- Hosting a celebrity chef dinner to raise funds for the Global Education Program, a program that focuses on ensuring that financially disadvantaged students are able to participate in global experiences.

community staff initiatives

Box Hill Institute staff are encouraged to work with the community and industry. In 2011, examples of outstanding staff initiatives included:

- Collecting shoes for African villages.
- Providing blankets for the homeless.
- Donating furniture and clothing for flood victims.
- Providing monetary and food donations for Eastern Relief.
- Participating in the Relay For Life and Oxfam walks.

student fundraising initiatives

A number of fundraising initiatives were run by students throughout 2011. These included:

- A fundraiser BBQ to raise money to help flood affected communities rebuild.
- A cupcake fundraising day for the RSPCA.

whitehorse business group

To support and maintain a close connection with local business, Box Hill Institute continued to sponsor the Whitehorse Business Group. The Whitehorse Business Group represents the interests of the local business community and aims to assist the development of business initiatives within the City of Whitehorse.

community sponsorships

Sponsorship was provided to a significant number of community organisations to assist them with their fundraising activities. These included:

- Box Hill Hawks.
- Bulleen Boomers.
- Melbourne Tigers.
- Whitehorse Business Group.
- Rotary Club District 9810.
- Special Olympics.



connected with our innovations

Box Hill Institute will provide an applied learning environment characterised by innovation, quality and teaching excellence

PROGRESS AGAINST THE INSTITUTE'S STRATEGIC PLAN

leaders in teaching and learning

Platform Objective

Box Hill Institute will provide an applied learning environment characterised by innovation, quality and teaching excellence that enables students to achieve employment goals and acquire skills, knowledge and attributes relevant to industry needs in the global economy.

The Institute introduced a new model of **literacy and numeracy support** allowing for the integrated delivery of language, literacy and numeracy support within the classroom.

Other Achievements

In 2011, Box Hill Institute:

- Received accreditation for a Bachelor in Early Childhood (Education and Care).
- Launched innovative learning disability tools to support students with learning difficulties. Every webpage on StudentWeb now includes three learning disability support tools including: text to talk, trackability tools and an online dictionary.
- Enjoyed a 3 percent increase in employment-related outcomes, with 89.9 percent of all graduates going onto further work or further study within six months of course completion (NCVER, 2011).
- Implemented the Virtual Teaching and Learning College providing new opportunities to support teaching staff by providing innovative and quality learning experiences and new professional development opportunities.
- Launched the GPS Pathways Program. Over 4,000 new students were inducted in 2011. This new program allowed all students to create a unique personal, educational and career plan while introducing them to new systems.
- Completed the scholarship and research theme facilitated by Dr Allie Clemens from Monash University through the Higher Education Community of Practice. The workshops produced research topics focusing on the significance of applied research and the role of industry in higher education. The work done at the Higher Education Community of Practice featured in a workshop at the Teaching and Learning Symposium in September 2011.
- Presented at six eLearning conferences (Moodle Moot, Sydney, Ideas 2011, Converge AFLF, CICM – Medical Simulations, ePortfolios, Virtual and Social collaboration).

- Developed a Graduate Certificate in Tertiary Education in conjunction with Melbourne University, which will be available for Box Hill Institute teachers to study in 2012.
- Reviewed current program offerings with the view of removing low performing courses and developing products with higher growth potential.

leaders in innovation

Platform Objective

Box Hill Institute will be differentiated from its competitors by its innovative products, services and training delivery methodologies and its linkages with Industry.

The Institute became the **first non-university** to partner with Apple, establishing the Box Hill Institute iTunesU site. This landmark innovation enables students to access learning material at any time or place.

Other Achievements

In 2011, Box Hill Institute:

- Developed new ways to engage students. For example, staff in the Centre for Hairdressing, Beauty and Floristry supported the development of learning materials using video clips, ebooks and iPads to enable students to access a wide range of learning materials outside the classroom.

- Successfully completed, with industry assistance, the planning and documentation for Stage 1 of a new Integrated Technology Hub. This new facility has been designed to incorporate different operational mechanical systems based on real industry conditions, flexible open spaces and the development of “learning pods” to facilitate student learning.
- Introduced new processes and programs across the Institute. For example, in 2011 the Institute developed an online “CareerBox” tool for the website and an iPhone app allowing potential students to play online games to assess the type of course they would be most suited to.
- Provided opportunities for students to showcase their talents. A highlight in 2011 was a co-ordinated event at Federation Square featuring music, fashion and dance, interior design, jewellery, textile and ceramic art. This involved staff and student input from a range of teaching centres.
- Focused on the redevelopment of our delivery programs and methods in the area of creative industries to ensure that our industry satisfaction and employment outcomes for students remains at high levels.
- Facilitated the “Innovation champions” group of staff who met regularly during the year to look at ways of improving processes and how to provide greater service to students.
- Launched 12 new online courses using blended learning methods to provide innovative approaches to learning.

- Further developed the generic competencies project. This award-winning project provides engaging resources for students across the varied teaching centres of Box Hill Institute. The project is available to all students to use as an open resource. Topics appropriate to eLearning are selected and a delivery strategy is designed to achieve optimum outcomes. The use of videos and Web 2.0 tools have encouraged interaction between students from different teaching areas. Covering 15 topics and 58 different industry-based versions of these topics were used across the Institute by more than 1,000 students.

leaders globally

Platform Objective

Box Hill Institute will be acknowledged as Australia's number one provider of education and training products and services internationally, and will prepare its students and employees to participate in the global community and economy.

A consortium comprising of Box Hill Institute, Sunshine Coast Institute of TAFE and GRM International, **was awarded the tender** to develop phase II of the Australian-Pacific Technical College (APTC). The APTC's chief purpose is to effectively deliver standard skills and qualifications to Pacific Islanders.

Other Achievements

In 2011 Box Hill Institute:

- Established Box Hill Institute Singapore (BHIS), following receipt of ministerial approval. BHIS exists to meet all contractual commitments in Singapore.
- Implemented a new memorandum of understanding to strengthen working relationships with the Institute's Global Education Network (GEN) partners, SAIT Alberta, ITE Singapore, and Kirkwood Community College in the United States.
- Project managed the opening of the Galaxy Entertainment integrated resort in Macau including the Galaxy Hotel, Okura and Banyan Tree hotels.
- Received approval for a new extended campus, Hunan Communication Polytechnic, from the Hunan Provincial Education Department to commence delivery in 2012.
- Commenced delivering English with Zhejiang Institute of Mechanical and Electrical Engineering and Hubei Communications College. Hubei Communications College signed an additional contract to deliver the Diploma of Hospitality in 2012.
- Continued to produce excellent results at the Institute's VCE program at Suzhou.
- Accredited an innovative new qualification, the Vocational Graduate Certificate in Working Globally, as part of an Education Cooperation Project jointly funded by Department of Education, Employment and Workplace Relations (DEEWR) and the European Commission.
- Initiated a comprehensive scholarship program across Chinese partner institutes. Over 20 disadvantaged students received generous assistance from the Institute to make their life goals achievable.

leaders in relationships

Platform Objective

Box Hill Institute will have productive, collaborative and beneficial relationships with industry, enterprises, community, education and government that enhance business development and opportunities for staff and students.

designed posters to promote the events. Music students produced sound grabs for the walking tour audio guides.

- Strengthened existing partnership alliances with key organisations including; the Essendon Football Club, Box Hill Hawks, BigV Basketball and Bulleen Boomers. These partnerships have resulted in work placement positions, sponsored graduation awards and employment.

Box Hill Institute formed a new partnership with the Centre for Adult Education (CAE) offering an integrated approach to formal and informal learning with expanded opportunities for students.

Other Achievements

In 2011, Box Hill Institute:

- Established an industry round table with the Air Conditioning and Mechanical Contractors Association (AMCA) focusing on the skills required for AMCA member companies.
- Established an industry reference group for apprenticeship training in the furniture and picture framing industries.
- Liaised with ForestWorks Industry Skills Council (Forestry – Pulp and Paper), CFMEU (Forestry Division), Institute of Quarrying Australia, Construction Materials Processor's Association and many other industry groups regarding their specific industry training needs.
- Partnered with retailer Sussan to provide third year Advanced Diploma of Fashion students with the task of designing a range of sleepwear for the youth market.
- Worked with the City of Manningham in preparation for Heritage Week. One student from the Advanced Diploma of Graphic Design completed an internship with the council and others

- Developed a fast track recognition of prior learning in partnership with Bendigo TAFE and United Voice for certificate and diploma courses in children services.
- Renewed a contract with Epworth Eastern to offer nursing student placements in 2012.
- Strengthened working relationships with the City of Manningham. In 2011 this provided a number of opportunities for students, including participation in the world's longest lunch event.
- Partnered with the City of Whitehorse to organise and run Sustainability Week.
- Partnered with Apple to be the first non-university to establish a presence on the popular iTunesU site.
- Strengthened working relations with key industry partners to continue providing quality training to students as a Cisco Teaching and Quality Academy, Platinum Microsoft Teaching Academy and Authorised Apple Training Centre.

managing students and customers

Platform Objective

Box Hill Institute will provide exemplary programs, customer service and support to its students and customers locally, nationally and internationally.

Box Hill Institute graduates were above both the state and national averages for **employment-related outcomes** (NCEVR, 2011).

Other Achievements

In 2011, Box Hill Institute:

- Introduced 'Ask Annie', a new digital initiative to complement Open Day and offers online customer service solutions.
- Established the Box Hill Institute Skills Assessment Centre (SAC). Its role is to provide a centralised contact point for clients during the recognition of prior learning (RPL) process, provide RPL Assessor support, training and professional development, development of RPL resources and resolve RPL issues and concerns.
- Delivered a range of equity projects including a leadership training program for Indigenous community members.
- Introduced the Peer Activity Leadership (PAL) Program. In this program, VCAL students ran physical and problem-solving activity sessions for young students at partnering primary schools.

- Participated in the P.A.R.T.Y. program run by The Alfred Hospital. This program educates young people about the risks associated with poor decision making.
- Piloted a three-year program with Box Hill High School to engage students from Years 8 – 10. The aim of the project is to increase awareness of what Box Hill Institute has to offer. Stage one of the project saw 150 Year 9 students on campus for a day. Students could choose two activities including cabinet making, information computer technology, hospitality or science. This initiative will be evaluated by tracking the uptake of enrolments of Box Hill High School students over the next two years.

managing people

Platform Objective

Box Hill Institute will engage its people in a dynamic culture that promotes and recognises achievement, enhances organisational capacity to deliver on strategic promises, and provides an excellent workplace.

The Institute increased the capability of its teaching workforce through a range of professional development programs. This included offering a new range of professional development programs to new and existing staff.

Other Achievements

In 2011, Box Hill Institute:

- Developed and implemented a number of initiatives to increase capacity in emotional intelligence, dealing with and resolving conflict and building a positive future.
- Developed and tested an online Leadership Development Capability Framework through the PIN network. A major benefit of the international framework is that the Institute will be able to benchmark team results with those of other PIN partners.
- Developed and implemented a number of ongoing initiatives to increase Institute capacity in customer services, teamwork and team building and change management.
- Developed staff initiatives to promote a positive and healthy workplace including a wellness program, indigenous cultural awareness training, disability awareness training and workplace behaviour.
- Funded a Vocational Currency Program for teachers across all centres.
- The Institute's Consultative Committees for Teaching held regular meetings with relevant unions and their representatives.

- Recognised the achievements of staff through the annual Staff Achievement and Recognition Program. The program acknowledges outstanding employees and teams who promote increased awareness of best practices and successful development strategies, and who embody the Institute's vision, mission and values. In 2011, the winners were:

- **Corporate Citizenship Award:** Greg Dorian.
- **Adult Learning Excellence Award:** Renate Beilharz.
- **Innovation Award:** Wayne Gibson and David Brooks.
- **Teaching Sustainability Award:** Heidi Wenk.
- **CEO Award for Professional Excellence:** Peter Scully, Terry Joy, Graham Goudie and Robert Albie.
- **Teacher of the Year:** Christina Ramsauer.
- **Team of the Year:** VAE AVSS Team.
- **Employee of the Year:** Mat Caithness.

managing infrastructure

Platform Objective

Box Hill Institute will have appropriate, safe and environmentally sustainable infrastructure, technology and equipment.

The Institute commenced construction of a new entry to the Institute along Elgar Road which will provide a focal entrance point for all visitors to the Elgar Campus. These works are scheduled to be completed in 2012.

Other Achievements

In 2011, Box Hill Institute:

- Successfully completed the planning and documentation for Stage 1 of the Integrated Technology Hub, with construction due to commence in early 2012.
- Worked with Skills Victoria to update the Institute's integrated asset management strategy, focusing on plans for Stage 2 of the Integrated Technology Hub and redevelopment of the Whitehorse Campus.
- Participated in the planning stage of a green government buildings project which will facilitate improvements to infrastructure sustainability across all campuses, including the incorporation of a new cooling system. This project, when complete, will support the Institute's commitment to a sustainable environment through smart energy and water saving initiatives.
- Provided 480 active clients of the Whitehorse Fitness Centre with facilities and programs to improve their fitness and general wellbeing. Throughout 2011, Whitehorse Fitness received 31,300 visits from its clients. The high membership and attendance figures attest to both the high levels of service and the popularity of the centre.
- Successfully implemented the advanced electronic Student Attendance Tracker System that captured the attendance of students across the Institute.

managing business performance

Platform Objective

Box Hill Institute will achieve sustainable business growth while maintaining financial viability and meeting contractual, legislative and statutory obligations.

Box Hill Institute successfully responded to changed market conditions as a result of the full implementation of the Victorian Government's Skills Reform policy. This involved the realignment of a number of program areas, which included adjustment of course delivery levels to meet updated demand, as well as the introduction of new courses.

Other Achievements

In 2011, Box Hill Institute:

- Met board approved financial targets for the year, once again recording a positive net result from continuing operations.
- Met delivery targets in 2011.
- Worked with Skills Victoria and a number of other institutes in order to prepare for the introduction of a new student management system. A number of Box Hill Institute staff were very heavily involved in developing of the specifications for the new system.
- Contributed to the development of a number of new and emerging government policies through participation in working parties.

PROGRESS AGAINST STATE AND NATIONAL PRIORITIES

state priorities

2011 was a year of increased activity and policy development, particularly in Victoria with the State Government reviewing a number of existing policy frameworks.

2011 saw the full implementation of the Victorian Government's Skills Reform policy. This meant that the Institute operated in a fully contestable market for all courses. The policy was accompanied by a complex array of eligibility criteria and fee levels, and a major focus in 2011 was communication of the new policy and eligibility criteria to students and to industry clients. The Institute was very active in seeking greater simplicity in funding and eligibility criteria.

Despite the complexity of the new system, the Institute was successful in meeting or exceeding its targets.

In 2011, the Institute contributed to a number of reviews. During the year, the Victorian Essential Services Commission completed a first-stage review of the Vocational Education and Training (VET) Fee and Funding Model. In its report, the commission made 43 recommendations relating to reform of the VET system. The Institute contributed through a written submission and through substantial contributions to discussion with the Essential Services Commission.

A particular focus of 2011 was in the area of TAFE governance. The Institute was a significant contributor to a number of policy forums around the area of TAFE governance. Senior members of staff represented the Institute on Victorian TAFE Association working parties with Skills Victoria to redesign institute constitutions. In addition, the Institute was a significant contributor to discussions on commercial guidelines for TAFE institutes. It is expected that work on both these areas will continue in 2012.

In 2011, a major focus for the Institute was the preparation of a submission to the Victorian Competition and Efficiency Commission. The commission was charged with the responsibility of looking at the Victorian reform agenda and a number of the Institute's comments and suggestions were reflected in the draft report and recommendations of the commission.

For some time the Institute has been concerned about protection of the term 'TAFE' and 'technical and further education'. In this context it was pleasing that amendments to legislation were introduced with an implementation date of 1 July 2011 so that the terms 'TAFE' and 'technical and further education' are protected against unauthorised use, either in the name of a private

provider or in the description of their services. This new legislation is to guard against misrepresentation and potential inducement of students to enrol in a private provider in the mistaken belief that it is a public provider backed by the State.

During the year, the Institute held a number of discussions with Skills Victoria about organisational structures. It is anticipated that further discussions during 2012 will lead to additional positive changes.

national priorities

As of 1 July 2011, the Australian Skills Quality Authority (ASQA) became the newly established VET regulator for all VET provision (with the exception of delivery as part of senior secondary education). ASQA will also regulate the Institute in relation to registration to deliver courses to inbound international students.

During 2011, the Institute prepared for this change and also anticipated the change in regulation of higher education in 2012. It is anticipated that in early 2012 higher education registration and regulation will transition to a new national higher education regulator, the Tertiary Education Quality and Standards Authority (TEQSA).

A particularly important focus in 2011 was to develop potential strategies and opportunities in response to the anticipated growth in funding for university places in 2012 as a consequence of changes announced by the Federal Government. During the year, the Institute actively reinforced vital relationships with its university partners in order to consolidate pathways with the university sector.

To further implement national priorities around the delivery of diploma and advanced diploma qualifications in priority sectors, the Diploma of Surface Operations Management and the Advanced Diploma of Extractive Industries Management were delivered in the quarrying and mining sector. These qualifications were delivered nationally in New South Wales, Queensland and Tasmania.

In addition, qualifications of national priority in the forestry industry pulp and paper manufacture were implemented nationally in New South Wales, South Australia and Tasmania.

New Initiatives

In 2011, to further support Federal Government policy and implement State policy on the development of Language, Literacy and Numeracy (LL&N) skills, Box Hill Institute implemented a number of new, leading-edge initiatives:

- Launched the Certificate of General Education for Adults (CGEA) which integrated the development of LL&N skills into vocational qualifications.
- Introduced a new model of literacy and numeracy support allowing for the integrated delivery of language, literacy and numeracy support within the classroom.
- Implemented professional development programs for teaching staff which focused on specialised units from the Training and Education Certificate.
- Participated in the online diagnostic tool developed by Australian Council for Education Research (ACER) to assess all first year apprentices. Following the testing, the Australian Qualifications Framework (AQF) level of the language, literacy and numeracy support program was ascertained. The program helped to strengthen the students' vocational literacy and numeracy competence and enhanced the pathway into higher AQF levels of study.



connected with our world

Box Hill Institute continued to achieve growth in off-shore enrolments through new or enhanced extended campus arrangements

INTERNATIONAL HIGHLIGHTS

growing off-shore enrolments

Through its 20 international partners, Box Hill Institute is recognised as having Australia's most diverse portfolio of off-shore qualifications. The Institute now has more than 6,300 off-shore, with additional new partnerships being established. Particular areas of significant growth were in China, Singapore, Vietnam, Kuwait and Malaysia.

box hill institute singapore

The Box Hill Institute Singapore company was proudly established in 2011. Box Hill Institute Singapore achieved registration as a Private Education Institution by the Singapore Council for Private Education.

participating in regional development

In 2011, a consortium comprising of Box Hill Institute, Sunshine Coast Institute of TAFE and GRM International, was awarded the tender to develop phase II of the Australian-Pacific Technical College (APTC).

The APTC's chief purpose is to effectively deliver standard skills and qualifications to Pacific Islanders.

The Australian Government announced that Australia will provide \$152 million to fund the second phase of the college over the next four years.

Study abroad programs

Box Hill Institute's Study Abroad Program is a leader among Australia's VET organisations. In 2011, 70 Box Hill Institute students and 13 staff participated in a study abroad program and the Institute hosted 91 students and 10 staff from partner institutes. This included a three week project management course for the Global Education Network (GEN) partners.

Once again at the leading edge in Australian education, Box Hill Institute also accredited an innovative new qualification, the Vocational Graduate Certificate in Working Globally. The qualification is as a result of a unique partnership with a number of Institutes in Australia and Europe and is jointly funded by the Department of Education, Employment and Workplace Relations (DEEWR) and the European Commission.

Box Hill Institute successfully applied for Endeavour VET Outbound Mobility funding for two projects – one for supporting VET students to undertake semester exchanges with partner institutes in Denmark and Canada, plus an industry study tour to the United Arab Emirates for tourism and events students.

In June/July, the Institute sent seven students and two staff from carpentry and plumbing, to build nursing accommodation in Munda in the Solomon Islands on an inaugural Community Service Learning Project. The aim was to provide invaluable global skills and knowledge for VET students, while gaining credit towards their course. This project was linked to the Rotary Australia World Community Service (RAWCS) project.

project management and large projects

In 2011, the Institute continued to build its reputation and activity in relation to large scale training and project management services.

The Institute's highlights included:

- A strengthened educational presence in Latin America by securing important Australian and Colombian Government contracts.
- Assisting the Galaxy Macau in May to open a 2,800 room integrated casino/resort, including three hotels: Banyan Tree, Hotel Okura Macau and Galaxy Macau. Box Hill Institute provided leadership in the training and development of staff.
- Contracted to develop the training department for Sands Cotai Central, owned by Venetian Macau. Due to open mid-2012, the Sands Cotai Central comprises the Conrad Hilton and Holiday Inn totalling 1860 rooms, and a casino.

DOMESTIC HIGHLIGHTS

higher education

The Institute was very active in the accreditation of new and reaccreditation of existing courses in 2011.

Box Hill Institute added two additional higher education qualifications, with the introduction of the Higher Education Diploma in Computer Systems (Networking) and the Bachelor in Early Childhood (Education and Care).

Further developing and strengthening the higher education area at Box Hill Institute, new policies and procedures will support research activities, moderation and benchmarking activities.

Together with Melbourne University, the Institute developed a Graduate Certificate in Tertiary Education which will be available for Box Hill Institute teachers to study in 2012.

degree pathways

Box Hill Institute has a long and successful history of building on its strengths in tertiary education by working with students to optimise their educational opportunities. The Institute recognises that students who start a qualification at Box Hill have opportunities to continue their studies through to the highest level possible.

The Institute aims to provide students with a variety of options for articulation into higher level courses. As a result, clear pathways are provided between certificates and diplomas, into advanced diploma and degree courses.

In 2011, Box Hill Institute aimed to firm these pathways within the Institute and with university partners, by developing articulation agreements. The Institute has clear pathways from certificate and diploma level courses to degree courses within Box Hill Institute and its university partners Monash, Deakin, Australian Catholic and La Trobe universities.

La Trobe University

A memorandum of understanding between La Trobe University and Box Hill Institute was signed in May 2011. The working group is investigating opportunities of shared course delivery and articulation agreements for other areas, as well as co-delivery opportunities.

Monash

The Box Hill Institute and Monash University Executive Steering Committee was very active in 2011. This group established student pathways and credit transfer arrangements which were published in the Box Hill Institute/Monash University pathways brochure.

australian apprenticeship centre

Box Hill Institute continued to deliver apprenticeship services to employers through the Australian Apprenticeship Centre.

Skills for Growth Program

Aimed at exploring training and education opportunities the Skills for Growth Program benefits businesses by developing the skills of their staff. In 2011, Box Hill Institute participated in the program by providing small to medium businesses with workforce plans.

performance against responsibilities

The Institute's student management system (SMART) recorded 44,370 enrolments in 2011, comprising 43,680 VET enrolments and 690 higher education enrolments. This compares to a total of 39,668 enrolments in 2010 and 40,617 in 2009.

The total percentage of 2011 government profile delivery by centre is provided in chart B.

Total student contact hours delivery at Box Hill Institute over the past 10 years is shown in chart C.

Chart B: Delivery by centre - student contact hours

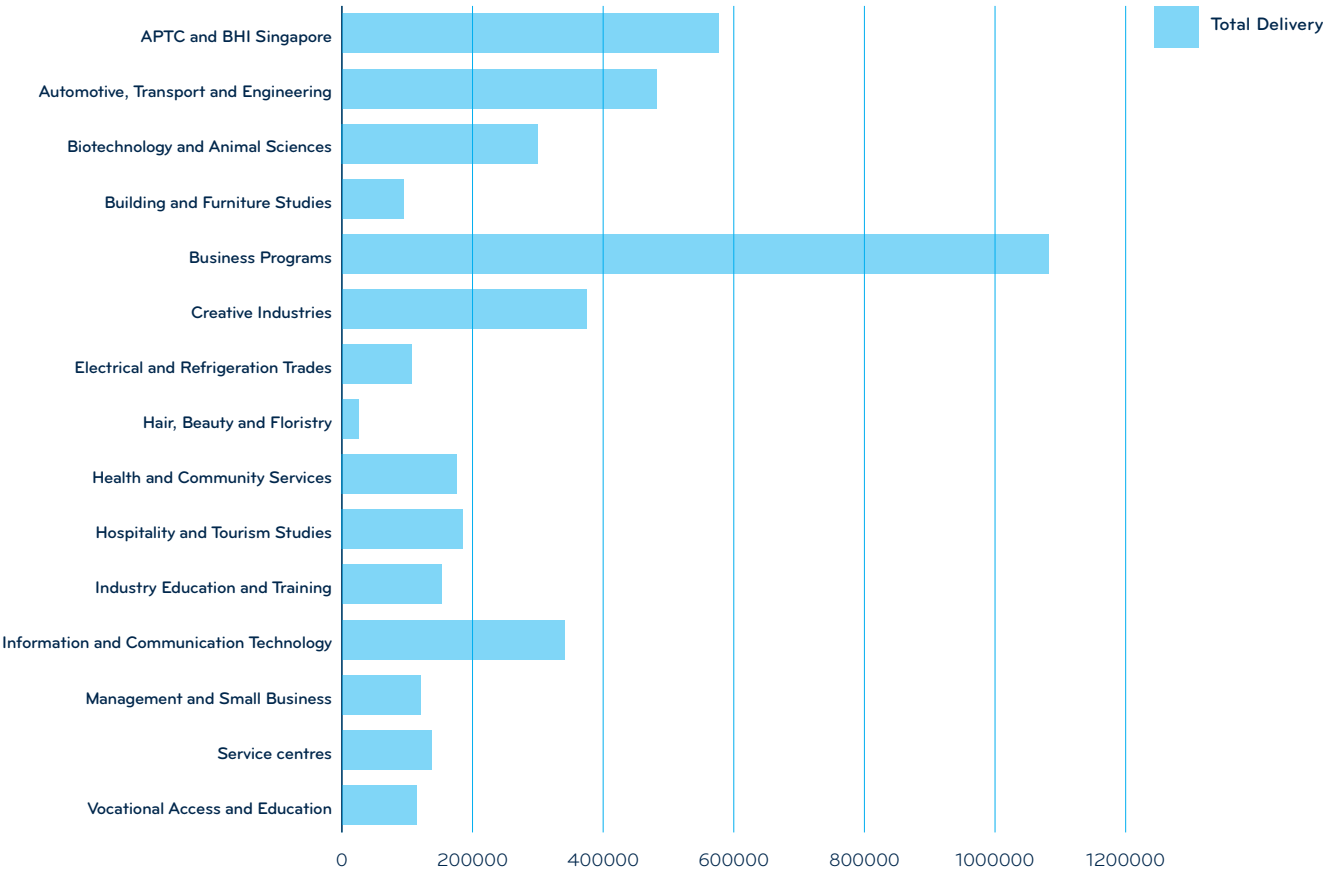
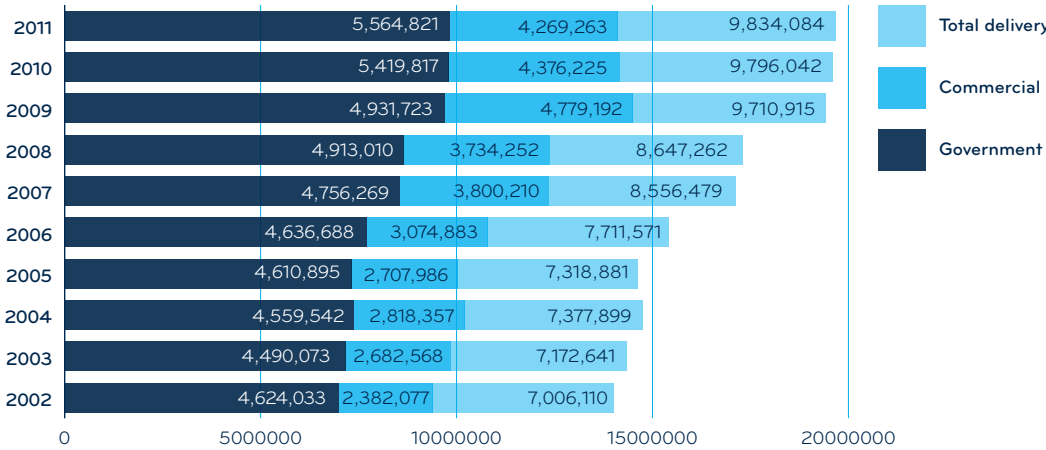


Chart C: Total student hours at Box Hill Institute over the past 10 years



GOVERNANCE

Box Hill Institute is governed by a board that is representative of government, industry and community. The role of the board is to establish the Institute's strategic direction, oversee and manage effective and efficient management, approve management plans, and ensure that the community is serviced effectively with technical and further education programs which are responsive to their needs.

The board is committed to the adoption of ethical conduct in all areas of its responsibilities and authority. In so doing, it binds its members to the principles and practices determined in the Board's Governance Protocol. The board is ultimately responsible to the Victorian Government for the governance and management of the Institute.

committees

As part of sound corporate governance practice and to assist the board in meeting its constitutional duties, the board has established a number of committees. These include:

- Board Executive Committee.
- Audit, Finance and Risk Committee.
- Board Remuneration Committee.
- Capital Projects Committee.

board executive committee

The Board Executive Committee acts on behalf of the board as a reference point on urgent matters that may arise between board meetings and to focus appropriate attention on the selection and appointment of board members.

Membership

- Elizabeth White (Chair).
- Philip Belcher.
- Noelene Duff.
- John Maddock.

audit, finance and risk committee

The objectives of the Audit, Finance and Risk Committee are to provide independent assurance and assistance to the board on the Institute's control and compliance framework and its external accountability responsibilities.

Membership

- Bruce Thompson (Chair).
- Elizabeth White (ex officio).
- Philip Belcher.
- Noelene Duff.
- Glen Walker.

board remuneration committee

The Board Remuneration Committee assists the board in ensuring that the Institute's policy and practice for board member and executive officer remuneration are appropriate and consistent with the requirements of Victorian Government policy. The relevant policy areas relate to the Remuneration of Directors of TAFE Institute Boards, Executive Remuneration for Government Business Enterprises and Statutory Authorities, Ministerial Guidelines relating to executive remuneration and instructions from the Government Sector Executive Remuneration Panel (GSERP).

Membership

- Elizabeth White (Chair).
- Philip Belcher.
- Noelene Duff.
- John Maddock.

capital projects committee

The Capital Projects Committee monitors the delivery of building capital projects as nominated by the board, which are included in the Institute's approved program of capital building projects. It reviews progress against program and budget, and provides advice to the board regarding the status of the program.

Membership

- Helen Buckingham (Chair).
- Elizabeth White.
- Bruce Thompson.
- John Maddock.
- Christine Kilmartin.

BOARD PROFILES

Elizabeth White, Chair

Appointment: Co-opted

Term: until 13 September 2013

Qualifications

Bachelor of Arts (Social Sciences)
La Trobe University, VIC

Masters of Education, La Trobe
University, VIC

Trained Primary Teachers Certificate

Trained Special Teachers Certificate

Professional Affiliations

Member of the Australian Human
Resources Institute (AHRI)

Member of the Australian Society of
Association Executives

Elizabeth is the Chief Executive
of the Victorian Caravan Parks
Association, which was formed
in 1965 to protect, promote,
and advance the caravan park
industry. She has previously held
corporate positions within the
association management sector
and has a background in education
administration. Elizabeth holds
teaching qualifications, a Bachelor of
Arts and a Masters of Education.

Meeting attendance: 8/10
(leave of absence 2/10)

John Maddock, Chief Executive Officer

Appointment: ex officio

Qualifications

Graduate Diploma of Business, RMIT
University, VIC

Victoria Graduate Diploma in Education,
Hawthorn Institute (now Melbourne
University), VIC

Professional Affiliations

Fellow, Australian Institute of Company
Directors (FAICD)

Member of CCID (Community Colleges for
International Development)

Trustee of Committee for Economic
Development Australia (CEDA)

Member of the Institute of Public
Administration Australia

Member of TAFE Directors Australia

Member of AAIR (Australasian
Association of Institutional Research)
Executive Committee

Member of the Post Secondary
International Network of Presidents of
Community Colleges

Member of the Victorian TAFE
Association CEO/Council Deputy Chair
of the Victorian Tertiary Admissions
Centre (VTAC)

Member of the Victorian Curriculum and
Assessment Authority

Member of the Innovation and Business
Skills Australia Board

Chair of the Global Education
Network Board

Member of Monash University
Education Faculty

Member of Deakin University Melbourne
Leadership Forum

John has been CEO of Box Hill
Institute since 1999. Prior to this,
John was CEO of the Gordon
Institute and during his career has
held a variety of management roles
within the TAFE sector. Prior to
starting his career in education,
John was employed by Arthur
Andersen and Co. working in the
business consultancy area.

John has been involved in many
leadership roles across Vocational
Education and Training (VET) in
Victoria and Australia. He serves
on a number of key state, national
and international boards and
committees, with a particular
focus on education, IT and
business skills. John has tertiary
qualifications in education and
business (accounting).

Meeting attendance 9/10
(leave of absence 1/10)

Philip Belcher, Deputy Chair

Appointment: Co-opted

Term: until 24 August 2013

Qualifications

Master of Business Administration,
Macquarie University, NSW
Certificate of Technology (Electronics),
Box Hill Technical College, VIC

Professional Affiliations

Fellow of the Australian Institute of
Company Directors

Director of the Australian Institute of
Management Consultants

Philip is Executive General
Manager, NECare, NEC Australia
Pty, Ltd and until recently was the
Principal of LSE Consulting Pty
Ltd., an Australian management
consulting company that focuses
on business leadership, strategy
and its subsequent execution.
Philip has held various managing
director, CEO, GM and board
positions with various industry
leading companies including Cisco
Systems, StorageTek, and Datacraft
(now Dimension Data) during
his extensive career in general
management and sales
leadership within the Information
Technology and Telecommunications
sector. Philip holds an MBA
and tertiary qualifications in
technology (electronics).

Meeting attendance 10/10

Janet Compton

Appointment: Ministerial

Term: until 30 June 2013

Qualifications

Bachelor of Science, University of
New South Wales, NSW
Post Graduate Diploma in Physiotherapy,
Sydney University, NSW
Post Graduate Diploma in Administration,
Queensland University, QLD
Master in Public Policy, University of
New England, NSW
Diploma, Australian Institute of
Company Directors

Professional Affiliations

Member Australian Institute of
Company Directors
Associate Fellow of the Australian
College of Health Service Executives
Member of the Institute of Public
Administration Australia
Fellow of Leadership Victoria (Williamson
Fellow)

Janet is the Executive Director for
Acute Health at Eastern Health. As
a physiotherapist, Janet has had a
varied career in both the public and
private healthcare sector. She has
held a variety of senior management
and CEO roles, including Calvary
Healthcare Bethlehem, Nepean
Rehabilitation, Western Health and
The Alfred Hospital. Janet has a
keen interest in quality management
as a management philosophy and
has a number of publications in this
area.

She holds a Masters in Public
Policy, as well as qualifications in
administration, physiotherapy
and science.

Meeting attendance 8/10
(leave of absence 2/10)

Bruce Thompson

Appointment: Co-opted

Term: until 30 June 2014

Qualifications

Bachelor of Economics, Monash
University, VIC
Graduate of the Wharton Business
School Advanced Management Program

Professional Affiliations

Fellow of the Australian Society of
Certified Practising Accountants

Fellow of the Australian Institute of
Company Directors

Bruce is a director of SMS
Management and Technology
Limited. He is the former Chairman
and Managing Director of Hewlett
Packard Australia and New Zealand.
He worked with Hewlett Packard for
32 years in Australia and overseas
until his retirement in August 2000.

He retired as Chairman of
Innovonics Ltd in January 2005
and as Managing Director and CEO
of Keycorp Limited in June 2006.
Bruce also served as Trustee of the
Melbourne Cricket Ground Trust
from 1998 to 2007 and on a number
of boards and industry associations,
including the Business Council of
Australia from 1995 to 2000.

During 2009, Bruce was appointed
a Commissioner of the Victorian
Commission for Gambling
Regulation (VCGR) where he is
now Chairman.

Bruce is a Monash University
graduate with a Bachelor of
Economics degree, and a Graduate
of the Wharton and Melbourne
Business Schools Advanced
Management Programs.

Meeting attendance 8/10
(leave of absence 2/10)

Rosie Forbes

Appointment: Staff elected

Term: until 31 May 2011

Qualifications

Bachelor of Education, VIC

Graduate Diploma of Information Management, VIC

Certificate in Social Studies, VIC

Certificate IV Training and Assessment, VIC

Diploma of Business (Frontline Management), VIC

Rosie was, until the conclusion of her term of office in May, the elected staff board member, as well as the Elgar Campus Librarian and Co-ordinator of Information Services at Box Hill Institute. Rosie has had a long career in education, having worked in government, private, special and rural schools, community and tertiary sectors in three Australian states and four other countries. Rosie has held positions on various boards, including school boards, and as graduate representative on the University of Melbourne Education Degree Accreditation Board. Rosie holds a Bachelor of Education, a Graduate Diploma in Library and Information Management and more recently through the Institute, Diploma of Business (Frontline Management).

Meeting attendance: 2/3
(Leave of absence 1/3)

Noelene Duff, Deputy Chair

Appointment: Ministerial

Term: until 30 September 2014

Qualifications

Bachelor of Arts (Monash University), VIC

Bachelor of Social Work (La Trobe University), VIC

Graduate Diploma in Business (RMIT), VIC

Master of Business (RMIT), VIC

Professional Affiliations

International Vice President International City/County Management Association

Fellow of the Australian Institute of Company Directors

Fellow - Local Government Managers Australia

Fellow of the Local Government Professionals Victoria

Fellow of the Institute of Public Affairs Australia

Noelene is the CEO of the City of Whitehorse and has had extensive experience at a senior management level in State, Local Government and the non-government sectors. She is vigorously committed to community issues and community policy and has extensive connections with networks in the local community, the Box Hill area, and the south-eastern suburbs of Melbourne. Noelene has significant experience and a profound interest in governance, and strong financial skills.

Noelene has played a key role at state and national levels in advocating key issues on behalf of the local government sector. She was elected in 2009 as Vice President International on the Executive Board of the International City/County Managers Association, based in Washington. She holds a Bachelor of Arts, Bachelor of Social Work, Graduate Diploma Business and Masters of Business.

Meeting attendance 7/10
(Leave of absence 2/10)

Glen Walker

Appointment: Ministerial

Term: until 30 September 2012

Qualifications

Bachelor of Engineering (Mechanical), University of Melbourne, VIC

Graduate Diploma in Management, University of New South Wales, NSW

Professional Affiliations

Member of the Committee for Ballarat

Glen has worked in a variety of senior management roles in the automotive industry in a career spanning 20 years. He is currently Chief Executive Officer of Sargeant Transport Pty Ltd.

Glen has detailed industry knowledge and links particularly in the advanced manufacturing industry, an important industry sector for Box Hill Institute. In his work roles he has employed hundreds of graduates, trades-people and semi-skilled labourers and as such is aware of how the Institute can help prepare its graduates for such employment. Glen has a broad network of contacts in a variety of spheres and governance experience from a number of advisory boards and committees. Prior to joining the board, Glen served on the Board's Audit Committee as an independent member co-opted by the board.

Meeting attendance 9/10
(leave of absence 1/10)

Helen Buckingham

Appointment: Acting Ministerial

Term: until 30 September 2014

Qualifications

Bachelor of Arts, La Trobe University, VIC
Diploma of Education, La Trobe University, VIC
Graduate Diploma in Careers, Deakin University, VIC
Australian Institute of Company Directors Diploma, University of NSW, NSW

Professional Affiliations

Member of the Council of Deakin University
Board Member of the Family Access Network
Helen was elected as a councillor in the City of Whitehorse in 1997 until 2002, and served as Mayor from 1998 to 1999.
Whilst a member of the Legislative Council of the Parliament of Victoria, she served on the Parliamentary Standing Committee for Education and Training and chaired the Parliamentary Review of the Body Corporate Legislation and Regulations culminating in the Owners Corporation Act 2006. Helen retired from parliament in 2006.
Helen also served as a board member of Box Hill Hospital from 1991 to 1995 and was a member of the Monash University Department of Physiology Animal Ethics Committee 1995-2001. In 1998 she was awarded the Australian Institute of Company Directors Diploma.

Meeting attendance 8/10

(leave of absence 2/10)

Ian Hind

Appointment: Ministerial

Term: until 31 July 2013

Qualifications

Bachelor of Economics, University of Sydney, NSW
Diploma of Education, Charles Sturt University, NSW
Master of Science in Agriculture (Agricultural Economics), University of Sydney, NSW
Graduate Certificate in Management, Monash University, VIC

Professional Affiliations

Fellow, of the Australian College of Educators (FACE)
Ian is an education and strategic planning consultant with more than 20 years of experience in all levels of education and training in Australia and in a wide range of international settings. He has extensive experience in international business development, strategic and business planning, education finance, project design, reporting and implementation, institutional strengthening and capacity building, monitoring and evaluation, quality assurance, human resource management and quality assurance. Ian has led the implementation of a number of significant education and training projects and reviews in the Pacific, Middle East and South East Asia Regions, and has extensive experience in working with bilateral and multi-lateral development agencies including AusAID, NZAID, World Bank, Asian Development Bank, SIDA and the European Union. In addition to having held a number of senior positions in education and strategic planning in the Australian education and training system, Ian has considerable experience in corporate governance and in stakeholder consultation with senior government and agency officials and ministers.

Meeting attendance 8/10

(leave of absence 2/10)

Michael Zangmeister

Appointment: Elected Staff

Term: until 31 May 2013

Qualifications

Bachelor of Education, State College of Victoria, VIC
Certificate IV in Training and Assessment, Box Hill Institute, VIC
Diploma of Training and Assessment, Box Hill Institute, VIC

Professional Affiliations

Member MEAA (Variety Artist)
Member of the AEU Sub-Branch Executive, Box Hill Institute
Member of the AEU TAFE Committee
Councillor of AEU TAFE and Adult Provider Sector
Michael is the elected staff board member and a Senior Educator in the Centre for Creative Industries at the Whitehorse Campus. Michael's background is in acting, directing, improvisation (including theatre sports, winning the "Best and Fairest" award in 1986). He was also active in stand-up comedy, including writing and performing shows in Fringe Festivals and at Le Joke at the old Last Laugh Theatre in Collingwood. He has also performed in numerous TV shows, feature films and TV commercials.
Michael has worked at Box Hill Institute since 1983 and has taught in many course areas and teaching centres. Prior to 1983, Michael worked in a theatre in a schools performing company, as a stand-up comedian, part-time actor, emergency teacher in the secondary school system and as an orderly in the casualty department at Maroondah Hospital.

Meeting attendance: 6/7

(Leave of absence 1/7)

Greg Malone

Appointment: Acting Ministerial

Term: until 30 September 2014

Qualifications

Master of Business Administration,
Monash University, VIC

Graduate Diploma in Management,
Monash University, VIC

Production Engineering Studies, Granville
TAFE, NSW

Electrical Trade Certificate, Wollongong
Technical College, NSW

Professional Affiliations

Member of the Australian Institute of
Company Directors

Greg is the Managing Director of Nexteer Automotive Australia Pty Ltd, a supplier of steering and drive train systems to global automotive manufacturers. He has over 30 years experience in manufacturing in both Australia and across the Asia-Pacific region in senior leadership roles specialising in strategic procurement, general management and ongoing business sustainability. Greg's qualifications include a Master of Business Administration and a Graduate Diploma in Management from Monash University with studies in supply chain management at Kellogg (USA) and marketing management at IMD (Switzerland). Greg has chaired and held board positions in a number of industry associations.

Meeting attendance: 1/1

Paul McCrickard

Appointment: Elected Student

Term: until 31 March 2012

Qualifications

Diploma of Building and Construction
(in progress)

Professional Affiliations

Paul is the student representative on the board. During his time at Box Hill Institute, Paul has been involved with the Student Activities and Recreation Committee (SARC). Paul is a qualified tradesman who has spent the last six years working on large commercial construction sites throughout Melbourne. Paul also completed his apprenticeship at Box Hill Institute in 2002. Paul is currently completing the Diploma of Building and Construction and plans to study the Bachelor of Applied Science (Built Environment) next year.

Meeting attendance: 6/8
(Leave of absence 2/8)

DIRECTOR DEVELOPMENT

Box Hill Institute is committed to the ongoing professional development of its directors. In summary, professional development for directors during 2011 comprised:

- Reports from the chair on briefings and meetings with the minister and senior government officers.
- Written reports from the CEO or Senior Executive Director Education and Training on developments in vocational education and training and higher education, including policy developments and government initiatives.
- In-house information and planning sessions on a range of topics relevant to the operations of the Institute and governance role of directors.
- Information briefings presented by members of the executive team on specific areas of Institute operations.
- Opportunities to attend the Victorian TAFE Association (VTA) State Conference and any training and development sessions offered by the VTA or other government agency.
- Australian Institute of Company Directors membership, including professional development seminars, newsletters and bulletins.

In addition, the CEO and Executive Director, Corporate Governance circulate information of relevance and interest to directors, and inform the board of opportunities for development and coordinate the provision of sessions as agreed by the board.

All board members received a range of regular publications and updates from professional associations and other advisory bodies highlighting changes in legislation and best practice, such as the bi-monthly Australian Institute of Company Directors (AICD) and director updates.

A number of directors undertook additional professional development activities in a range of areas relevant to their role at the Institute.

Directors of Box Hill Enterprises Limited

The names and relevant details of the directors in office as of 31 December 2011 are:

- John Maddock (Managing Director).
- Philip Belcher.
- Bruce Thompson.
- Elizabeth White.
- Noelene Duff.
- Michael Zangmeister.
- Janet Compton.
- Helen Buckingham.
- Ian Hind.
- Greg Malone.
- Glen Walker.

Directors of Box Hill Institute Singapore Propriety Limited

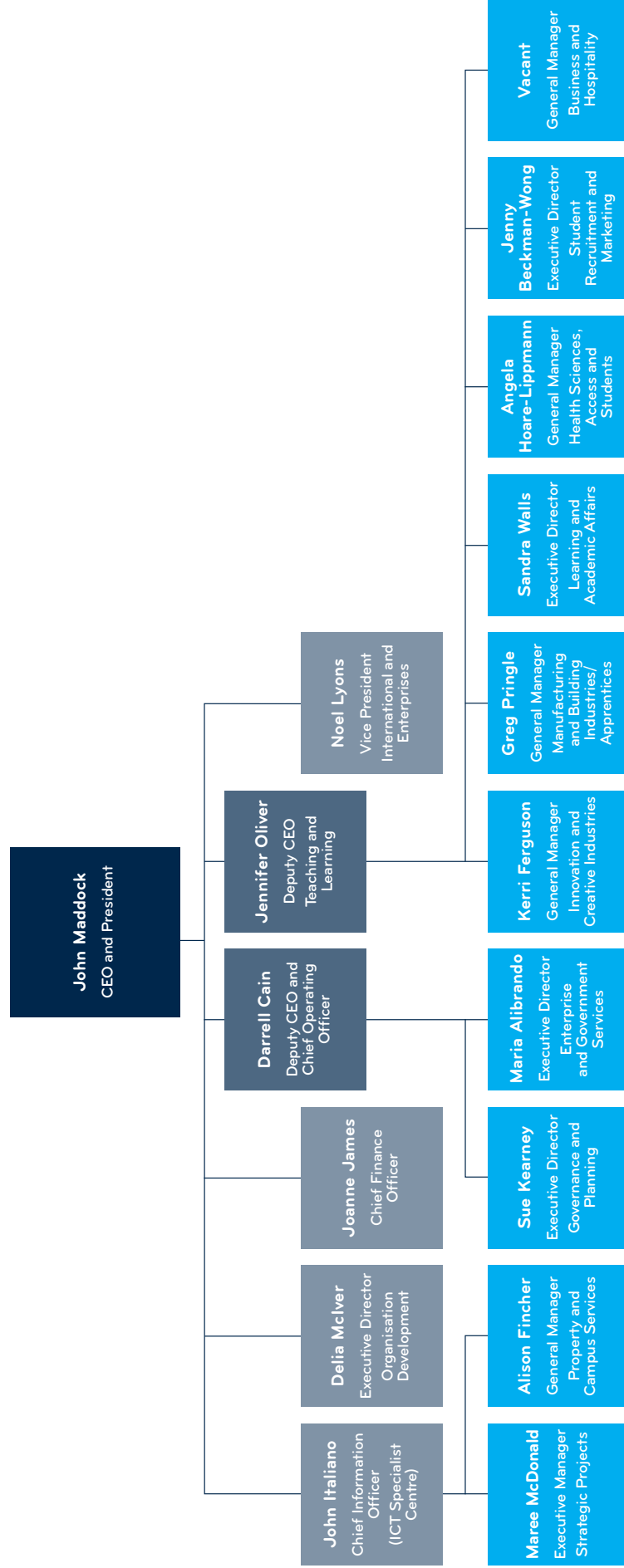
The names and relevant details of the directors in office at the date of this report are:

- John Maddock (Managing Director).
- Noel Lyons (Singapore Chief Operating Officer).
- Valerie Lim (Singapore Resident Director).

EXECUTIVE MANAGEMENT STRUCTURE - 2011

Senior Executive Management Team

Reporting Accountabilities



COMPLIANCE

2011 financial performance

The Institute achieved a positive net financial result for 2011 despite a challenging training environment and a continuing reduction in international student enrolments.

comprehensive operating statement

Whilst the Institute's comprehensive result for 2011 was higher than previous year due to the continuing success of its higher education programs and its international project delivery, a number of one off factors also contributed to the positive outcome for the year.

The Institute's net result for 2011 was achieved as a result of the following factors:

- The Institute's successful achievement of its youth compact targets relating to 15 – 24 year olds which are now fully funded under the contestable funding regime.
- A one-off funding adjustment arising from the phase out of the Institute's pipe line delivery commitments.
- Continuing surpluses derived from the Institute's commercial operations, which now represent 48 percent of the Institute's operations.
- Government contributions for capital works in relation to the Institute's commitment to the development of the Integrated Technology Hub. Whilst government contributions for capital grants are required to be reported as income from transactions in accordance with applicable accounting standards, the related expenditure largely relates to building constructions and plant and equipment, and accordingly associated expenditure is reflected in the balance sheet and not in the Statement of Comprehensive income. This accounting constructs results in a higher operating surplus being recorded in those years where the Institute is the recipient of such grants.

These revenue increases were complemented by decreases in expenditures as a result of:

- A continuing focus on cost efficiency measures across all Institute program areas to ensure value for money is achieved across all Institute activities.
- The realigning and retraining of staff across various programs as necessary organisational adjustments were implemented to accommodate demand shifts arising from the contestable funding regime.
- A reduction in depreciation for plant and equipment as the rate of replacement continues to lag behind reinvestment due to government policy of not providing funding for depreciation.
- The requirement to identify expenditure savings to accommodate the funding reductions announced by Skills Victoria in October 2011 to minimise the anticipated adverse impact on the Institute's operations and commitments for 2012.

As a consequence of the above factors, for the year ending 31st December 2011, the Institute and its controlled entity, Box Hill Enterprises Limited, recorded a net result from continuing operations of \$19.648 million (2010: \$4.031 million) and a net result before capital grants and depreciation \$15.890 million (2010: \$5.354 million).

balance sheet (statement of financial position)

The favourable net result for 2011 has resulted in an increase in the consolidated entity's financial assets to \$78.585 million (2010: \$54.472 million). These assets are fully committed to supporting the Institute's continuing operations, its strategic plan initiatives and obligations and are fully allocated in the Institute's five-year financial plan as follows:

- Payment during 2012 of outstanding creditors at year end for goods and services purchased and delivery of services to students and clients that have paid funds in advance of program delivery.
- Funds quarantined to provide for employee entitlements to annual leave and long service leave.
- The Institute's capital funding commitment to the Integrated Technology Hub which commences construction during 2012.
- A funding allocation for the urgent refurbishment of the Institute's Whitehorse Campus and the CAE's 21 Degraes Street, to bring both sites up to a minimum acceptable standard for program delivery.

- A working capital risk management provision to ensure that the Institute does not make operational or infrastructure commitments below a minimum working capital of 1.2:1.
- This minimum target established by the Institute's Board is considered a prudent measure given the Institute's heavy reliance on its commercial activities to generate sustainable and continuing surpluses, which in turn are invested for the benefit

of the Institute's students, industry clients, staff and the communities with which it is involved and the State Government's commitment to quality vocational education delivery. This strategy also assists with managing the risk exposures to the Minister and the State Government as a consequence of the Institute's reliance on its commercial activities to assist with subsidising government-funded programs.

- Forward provisions have also been allocated in the Institute's five-year financial plan and multi-year asset strategy, to assist government with providing funding for the total rebuild of the Whitehorse Campus which is a high priority for the Institute given its advanced state of disrepair.

five year consolidated financial summary

YEAR ENDED 31ST DECEMBER	2011 \$'000	2010 \$'000	2009 \$'000	2008 \$'000	2007 \$'000
Summary of Financial Performance					
Government Contributions – Operating	68,805	62,330	61,328	60,154	56,987
Sale of goods and services	56,100	54,998	54,781	48,882	41,837
Other Revenue	5,441	3,653	3,367	5,642	4,667
TOTAL OPERATING INCOME (Excluding Capital Grants)	130,346	120,981	119,476	114,678	103,491
Expenses From Op	(112,220)	(113,355)	(115,088)	(106,614)	(94,457)
NET RESULT FROM OPERATIONS BEFORE ECONOMIC FLOWS, DEPRECIATION AND TRANSACTIONS FROM CAPITAL GRANTS	18,126	7,626	4,388	8,064	9,034
Government Contributions - Capital	9,673	6,292	6,991	5,160	6,795
Depreciation and Amortisation	(5,915)	(7,615)	(4,422)	(3,660)	(4,149)
Expenditure using government contributions – capital	(680)	(1,446)	(1,455)	(791)	(1,115)
Other economic flows included in net result	(1,556)	(826)	(190)	(874)	(153)
NET RESULT FROM CONTINUING OPERATIONS	19,648	4,031	5,312	8,622	10,412
Summary of Balance Sheet Performance:					
Assets	226,414	204,151	197,964	194,718	188,088
Liabilities	(30,505)	(27,890)	(25,734)	(27,800)	(29,792)
NET ASSETS	195,909	176,261	172,230	166,918	158,296
Equity:					
Accumulated Surplus	79,523	59,875	55,844	50,532	43,910
Reserves	89,262	89,262	89,262	89,262	87,262
Contributed Capital	27,124	27,124	27,124	27,124	27,124
TOTAL EQUITY	195,909	176,261	172,230	166,918	158,296
Working Capital Ratio Adjusted for Current Long Term Liabilities	4.01	3.19	3.14	3.50	3.03

compulsory student services and amenities fee

The Institute levies a compulsory student services and amenities fee that is determined in accordance with the Ministerial Directions on Students Fees and Charges.

STATEMENT	DETAILS
Total Student Services and Amenities Fees Collected for year ending 31st December 2011	\$702,689
Purpose for which the services and amenities fees are applied	The services and amenities fee is managed by the Institute's Student Services and Support Centre. The fee is fully applied to the provision of funding for student recreation, counselling and welfare and other non-academic support services. The collection and disbursement of the services and amenities fees are fully managed by the Institute and are not paid to any student organisations.

consultancies

Details of consultancies engaged during 2011 are as follows:

Consultancies over \$100,000

CONSULTANTS	NUMBER OF ENGAGEMENTS	TOTAL FEES PAID	PARTICULARS OF PROJECTS INVOLVED	ESTIMATED FUTURE COMMITMENTS
Spowers Pty Ltd	2	\$826,216	Architectural services related to the Institute's capital works and infrastructure programs and the Integrated Technology Hub project.	\$500,000-
AGC Consulting Pty Ltd	1	\$100,400	Professional services and advice relating to the Health Services and Biotechnology industries.	Nil
Aspin Pty Ltd	3	\$195,747	Professional services and advice relating to eLearning; course design, development and evaluations.	\$25,000
BDO Kendalls Corporate Finance Pty Ltd	1	\$113,643	Professional advice and financial due diligence services relating to the CAE partnership.	\$150,000
Corrs Chambers Westgarth	1	\$183,640	Professional advice and legal due diligence services relating to the CAE partnership.	\$150,000
GPK Computers Pty Ltd	1	\$103,897	Professional student management system support services.	\$20,000
Wilde and Woollard Quantity Surveyors Pty Ltd	2	\$239,365	Quantity survey services related to the Institute's capital works and Infrastructure programs and the Integrated Technology Hub project.	\$50,000

Consultancies under \$100,000

NUMBER OF ENGAGEMENTS	31
Total Fees Incurred	\$349,901

These engagements relate to various consultants primarily engaged for the provision of architectural, quantity surveyor and design services related to the Institute's building works and infrastructure maintenance program and various IT related consultancies.

risk management

As part of its annual Risk Management Program and commitment to continuous improvement, the Institute undertakes an annual review of its Risk Management Policy and Risk Management Plan to ensure that the Institute's risk management framework continues to appropriately support the Institute's operations and is in line with appropriate international risk management standards relevant to the Institute's operations.

The Institute also participates in the Victorian Managed Insurance Authority (VMIA) quality reviews of risk management practices, and the Institute's risk management framework and processes is rated by the VMIA as "Very Good"

At its meeting on 14 February 2012, and in accordance with the requirements of the Victorian Management Insurance Authority Act, the Audit Finance and Risk Committee approved the following attestation statement to be made by the CEO on behalf of the Institute.

attestation statement

I, John Maddock, certify that as at the 31 December 2011, the Box Hill Institute of Technical and Further Education, and its subsidiary, has risk management processes in place broadly consistent with the Australian/New Zealand Risk Management Standard (or equivalent standard) and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures in significant respects. The Audit Finance and Risk Committee verifies this assurance and that the risk profile of the Institute has been critically reviewed within the last 12 months.



Mr John Maddock
Chief Executive Officer

Financial Reporting Directions

This report is prepared in accordance with the requirements of the Financial Reporting Directions. For further details please refer to the financial statements.

Statements of Pecuniary Interests

The Institute has in place policies and procedures that require relevant officers to complete Statements of Pecuniary Interests on an annual basis. All such statements have been duly completed.

Details of Shares held by Senior Officers

Information about declarations of pecuniary interests by all relevant offices and requests for information about shares held by senior officers, as nominee or held beneficially in a statutory authority or subsidiary, if any, should be directed to:

The Freedom of Information Officer
Box Hill Institute
465 Elgar Road, Box Hill VIC 3128
Telephone: (03) 9286 9222

National Competition Policy

The Institute has in place policies and procedures to ensure compliance with the National Competition Policy which take into account the Victorian Government's 'Competitive Neutrality: A Statement of Victorian Policy' requirements.

The Institute's National Competition Policy and Manual is reviewed on a regular basis in accordance with the Institute Board's Policy Review Schedule and commitment to the Institute's continuous improvement processes.

Freedom of Information

Box Hill Institute has implemented procedures which, subject to privacy provisions, facilitate all reasonable requests for information from students, staff and the general public without recourse to the Freedom of Information Act 1982.

Requests under the Freedom of Information Act should be addressed to:

The Freedom of Information Officer
Box Hill Institute
465 Elgar Road, Box Hill VIC 3128
Telephone: (03) 9286 9222

Box Hill Institute may levy a charge for information provided that is subject to a Freedom of Information request in accordance with the relevant requirements. There were two requests for information to be supplied under the freedom of information Act during the 2011 reporting period.

Any student may see his/her personal record by applying to:

The Registrar
Box Hill Institute
465 Elgar Road, Box Hill VIC 3128
Telephone: (03) 9286 9572

Any staff member may seek access to his/her personnel file by applying to:

Executive Manager OD Strategy and Service
Box Hill Institute
810 Whitehorse Road,
Box Hill VIC 3128
Telephone: (03) 9286 9441

Whistleblowers Protection Act

The Institute's current policy and procedures relating to the Whistleblowers Protection Act 2001 are available on the website. There were no protected disclosures in 2011.

Employee relations

- Employment decisions are based on merit.
- Employees are treated fairly and reasonably.
- Equal employment opportunity is provided and human rights are upheld.
- Employees have a reasonable avenue of redress against unfair or unreasonable treatment.
- Employment information and data is collected and managed confidentially and in accordance with Privacy, Public Records and other relevant legislative requirements.

Conduct principles

All staff members of the Institute are required to comply with the requirements set out in the Institute's Code of Conduct and the Code of Conduct for the Victorian Public Sector.

Occupational health and safety (OHS)

The OHS Improvement Plan was implemented in 2011. It included the following components:

Training and development component

Staff were provided with the following training opportunities dependent upon needs:

- Health and Safety Representative and refresher.
- HIRAC (hazard identification, risk assessment and risk control).
- Emergency Control Organisation.
- First Aid Level Two.
- First Aid CPR/Defibrillator.
- OHS for the Office.
- Chemical Safety.
- New Contractor Provisions.
- Ergonomics.
- Manual Handling.
- Introduction to OHS legislation.
- Accident/Incident Investigation.
- Noise.

Communication plan

Staff were provided with information on occupational health and safety through the following channels:

- OHS Crown Bulletin.
- Chemwatch Bulletin.
- OHS stall provided and WorkSafe Inspectorate presented as part of Box Hill Institute Training Symposium.
- Regular emails regarding OHS.
- Access to WorkSafe and other industry bulletins and newsletters.

OH&S Committee and first aiders

- The Occupational Health and Safety Executive Committee met six times throughout 2011.
- There were 23 health and safety representatives.
- There were six deputy health and safety representatives.
- The committee reviewed and endorsed all OHS policy and procedures for consultation.

Health and Safety Week

Activities for Health and Safety Week included sessions on:

- Emergency control organisation roles and responsibilities.
- Introduction to yoga.
- Personal safety and security.
- Epilepsy.
- EnergySafe (safety in the home and work).
- First aid.
- Celebratory luncheons for safety staff – first aid, warden and OHS committee members.

WorkSafe Victoria

- WorkSafe Victoria visited the Nitrocellulose project and found Box Hill Institute to be compliant with dangerous goods legislation.
- Box Hill Institute also nominated an initiative that made it into 'Best Health and Safety Initiative' in the workplace category. The nomination was reviewed favourably and was requested to be resubmitted for 2012.
- There were no improvement Notices issued.
- WorkSafe Victoria presented a workshop to the Centre for Building and Furniture Studies and also presented at the symposium that had a theme on safety for youth.

Other OHS

- Evacuation drills conducted on all sites.
- Hepatitis A and B immunisation for all first aid staff.
- Immunisation for influenza offered to all staff.

Employee relations

The Institute has established consultative committees with the various staff groups to assist with the implementation of enterprise agreements, operational and cultural change and matters affecting employees generally.

The parties are committed to a cooperative approach involving joint participation and consultation. The Consultative Committees meet on a regular scheduled basis as well as on an ad-hoc basis when specific matters arise. The Institute has established an Organisation Development Advisory Group (ODAG), whose purpose is to provide employees with an opportunity to provide their views and ideas regarding the leadership and management of people at Box Hill Institute.

Nominations are called annually for the 12 employee members of the group. ODAG usually meets bi-monthly. Managers from organisation development are assigned as client advisors to centres across the Institute. The client advisors are the first point of contact for managers and staff on general employment matters, including employee relations issues, any matter related to the leadership and management of people at the Institute and complaints or grievances.

Industrial relations

In 2011, no time was lost as a result of industrial action.

Staff wellbeing and recognition

The Institute conducts a bi-annual staff satisfaction survey to gain a snapshot of employee views of the Institute at a point in time. In 2011, an action plan developed from the 2009 survey continued to be implemented. This survey is one of many data sources used to inform the Institute of the views of its staff. The survey will again be released to staff in early 2012. The Institute provides an independent Employee Assistance Program (EAP) for staff and an independent Manager Assist Program (MAP) for members of the management team. The EAP is a service to promote staff health and well-being in relation to issues at home and at work. The MAP is a pro-active and supportive self-referral service designed specifically for managers. It aims to help managers lead, manage and support their team to maximise performance and achievement and to assist managers to resolve pressing personal issues. In 2011, the Institute recognised and awarded staff through its Staff Achievement and Recognition Program (SARP).

The objectives are to:

- Provide public recognition to employees and teams who perform above and beyond.
- Recognise employees who embody the Institute's vision, mission and values.
- Recognise employees who go the extra mile.
- Recognise outstanding professional practices.
- Promote increased awareness of best practices and successful development strategies.

All SARP individual and team nominees were recognised at a whole of staff function conducted in December 2011. A Wellness Day was conducted for staff in 2011 with separate sessions focusing on sleeping well, meditation and ergonomics. Office ergonomics training was offered to a member from each centre where they were appointed as an ergonomics champion for their area to educate and assist other staff.

Building maintenance

This report provides details of the extent of Box Hill Institute's compliance with the Building Act 1993, as required by the Directions of the Minister for Finance issued under Section 8 of the Financial Management Act 1994. Buildings Condition Audits are conducted annually on each building to meet ministerial guidelines. Box Hill Institute has in place maintenance programmes for the buildings, plant and equipment across all campuses.

Construction Works

Box Hill Institute has a strong focus on meeting regulatory requirements and occupational health and safety standards. The Institute incorporates environmentally sustainable features in the course of providing and maintaining its buildings, with the intention of providing aesthetically pleasing facilities which exceed the expectations of students, staff and the general public.

The Institute ensures that, for all works requiring building approval, an independent building surveyor is engaged to issue the required permits, inspect the works on a progressive basis and provide the final occupancy certificates. Box Hill Institute ensures that the relevant local council is approached for advice on local council provisions and issues during the project planning stage. Contractors and building practitioners engaged

for Institute works are required to provide evidence of correct registration, relevant insurances and WorkCover for their engagement. All building contractors engaged by the Institute during 2011 undertook a formal safety induction and met their required obligations.

Other relevant information

Consistent with the requirements of the Financial Management Act 1994, Box Hill Institute has prepared material on the following items, details of which are available on request and in accordance with the Freedom of Information Act:

- Changes in prices, fees, charges and rates.
- Major external reviews.
- Major research and development activities.
- Overseas visits undertaken.
- Marketing and public relations activities.
- Publications.
- Occupational health and safety assessments and measures.
- Industrial relations issues and details of time lost through industrial accidents and disputes.
- Major committees sponsored by Box Hill Institute.

Requests for information should be addressed to:

The Freedom of Information Officer
Box Hill Institute
465 Elgar Road, Box Hill VIC 3128
Telephone: (03) 9286 9222

workforce data 2011

TEACHING STAFF					
Employment Status		Full Time	Part Time	Total	EFT
On-Going	Female	87	62	149	126.2
On-Going	Male	135	18	153	146.8
Fixed Term	Female	42	39	81	65.8
Fixed Term	Male	87	23	110	102.8
Sessional	Female	0	153	153	34.2
Sessional	Male	0	166	166	38.9
SUB-TOTAL	Female	129	254	383	226.2
SUB-TOTAL	Male	222	207	429	288.5
TOTAL					
PACCT AND NON-TEACHING STAFF					
Employment Status		Full Time	Part Time	Total	EFT
Executive Officers	Female	9	0	9	9
Executive Officers	Male	6	0	6	6
Management	Female	23	1	24	23.6
Management	Male	21	3	24	23
PACCT On-Going	Female	135	63	198	174.6
PACCT On-Going	Male	55	11	66	62.6
PACCT Fixed Term	Female	30	22	52	43.2
PACCT Fixed Term	Male	20	8	28	24.5
PACCT Casual	Female	0	24	24	8
PACCT Casual	Male	0	6	6	3.4
Other Staff On-Going	Female	2	1	3	2.5
Other Staff On-Going	Male	16	6	22	19.7
Other Staff Fixed Term	Female	0	0	0	0
Other Staff Fixed Term	Male	0	0	0	0
Other Staff Casual	Female	0	25	25	5.5
Other Staff Casual	Male	0	27	27	3.2
SUB-TOTAL	Female	199	136	335	266.4
SUB-TOTAL	Male	118	61	179	142.4
TOTAL	Female	328	390	718	492.6
TOTAL	Male	340	268	608	430.9
GRAND TOTAL		668	658	1326	923.5

workforce data 2010

TEACHING STAFF					
Employment Status		Full Time	Part Time	Total	EFT
On-Going	Female	86	63	149	128.1
On-Going	Male	134	16	150	144.1
Fixed Term	Female	41	36	77	65.3
Fixed Term	Male	89	22	111	102.8
Sessional	Female	0	163	163	33.4
Sessional	Male	0	194	194	51.6
SUB-TOTAL	Female	127	262	389	226.8
SUB-TOTAL	Male	223	232	455	298.5
TOTAL					
PACCT AND NON-TEACHING STAFF					
Employment Status		Full Time	Part Time	Total	EFT
Executive Officers	Female	9	0	9	9
Executive Officers	Male	6	0	6	6
Management	Female	18	3	21	20
Management	Male	20	2	22	21.1
PACCT On-Going	Female	139	64	203	179.1
PACCT On-Going	Male	58	10	68	64.9
PACCT Fixed Term	Female	39	35	74	61.1
PACCT Fixed Term	Male	15	13	28	22
PACCT Casual	Female	0	15	15	6.2
PACCT Casual	Male	0	6	6	1.1
Other Staff On-Going	Female	2	1	3	2.5
Other Staff On-Going	Male	19	3	22	21
Other Staff Fixed Term	Female	0	0	0	0
Other Staff Fixed Term	Male	0	0	0	0
Other Staff Casual	Female	0	26	26	4.2
Other Staff Casual	Male	0	29	29	10
SUB-TOTAL	Female	207	144	351	282.1
SUB-TOTAL	Male	118	63	181	146.1
TOTAL	Female	335	406	741	509.9
TOTAL	Male	346	296	642	450.3
GRAND TOTAL		675	701	1376	953.5

FINANCIAL AND OPERATIONAL COMPLIANCE INDEX

This index has been prepared to facilitate identification of Box Hill Institute's compliance with statutory disclosure requirements.

disclosure index for 2011

SOURCE REFERENCE	REPORTING REQUIREMENT	IDENTIFY RELEVANT PAGE(S)
(A) Report of Operations		
1 SD 4.2(g) FRD 22	The Report of Operations is to include qualitative and quantitative information on operations and be prepared on a basis consistent with the financial statements prepared pursuant to the Financial Management Act 1994. This report is to provide users with information about: - an institute and its activities; - operational highlights for the reporting period; - future initiatives; and - other relevant information not included in the financial statements	12-27
2 SD 4.2(h) FRD 22	The Report of Operations must be prepared in accordance with the requirements of the financial reporting directions.	39
3 SD 4.5.5	Signature of responsible person – Attestation of compliance with the Australian/New Zealand Risk Management Standard.	39
4 SD 4.2(j) FRD 22	Signature of responsible person – The Report of Operations must be signed and dated by the Accountable Officer in the case of a Government Department, or in the case of any other Public Sector Body, a member of the responsible Body.	11
Standard Disclosures in the Report of Operations		
General Information		
5 FRD 22	Manner of Establishment, including the relevant Minister.	3
6 FRD 22	The objectives, functions, powers and duties, linked to a summary of its activities, programs and achievements for the reporting period.	12-27
7 FRD 22	Nature and range of service provision, including the communities served.	2-4
8 FRD 22	Organisational chart(s) detailing members of the governing board and the CEO, and organisational chart(s) detailing occupants of senior officers and their responsibilities.	35
Governance		
Recommendations of the TAFE Governance Review, May 2003		
9 TAFE Gov. Review	Outline of the structure of the board including: - committees of the board; - descriptions of their functions; and - the names of the members of each committee.	28
10 TAFE Gov. Review	Outline of the structure of an institute board, including: - names and qualifications of members of the board, including knowledge, experience and skills; and - a summary of the number of meetings attended by each board member.	29-33
11 TAFE Gov. Review	Summary of training undertaken by board members throughout the year, including the number and type of programs.	34
12 TAFE Gov. Review	A summary of performance and activities of a board including a brief description of a values of a board and whether there is a code of conduct used to guide board decisions.	28
13 FRD 22B	Statement on an institute's workforce data for the current and previous reporting period.	42-43
14 FRD 22B	Statement on the application of employment and conduct principles.	39

15	FRD 22B	Statement on occupational health and safety including appropriate performance indicators outlining an institute's performance against such indicators and details of assessments and measures taken to improve the occupational health and safety of employees.	40
16	FRD 22B	A general statement on industrial relations within an institute and details of time lost through industrial accidents and disputes.	41
Disclosure Index			
17	FRD 10	The Disclosure Index is to contain a list identifying the relevant clauses of Victorian legislation with statutory disclosure requirements.	44-47
18	FRD 10	A short description of the relevant requirement.	44
19	FRD 10	The page in an annual report where the disclosure in satisfaction of the relevant requirement is made.	44
Disclosures			
20	FRD 11	Disclosure of ex-gratia payments Disclosure in aggregate of the nature and amount of any ex-gratia payments incurred and written off during the reporting period. This is to be included in the notes to the financial statement.	FS
21	FRD 21A (1) (a)	Disclosures of responsible persons The name of each person holding a position that meets the definition of responsible person of the reporting entity at any time during the reporting period.	FS
22	FRD 21A (1) (b)	Disclosures of remuneration of executive officers Where there is more than one responsible person during any reporting period, the total remuneration of all responsible persons received or receivable in connection to their employment.	FS
23	FRD 21A (1) (c)	An analysis of remuneration of responsible persons: ■ in bands of \$10,000; and ■ listing the number of responsible persons whose actual remuneration for the period falls within each band.	FS
24	FRD 21A (1) (d)	A table disclosing the aggregate amount of related party transactions at the reporting date, including but not limited to the aggregate amount of repayments, shares and share options and other sources of remuneration that do not come under the definition of any of the above mentioned categories received by the responsible person in addition to base remuneration.	FS
25	FRD 21(2) (a)	Total remuneration of all executive officers received or receivable in connection to their employment: ■ including the remuneration of executive officers acting in the position of an accountable officer at any time during the reporting period; and ■ to ensure disclosures are meaningful, additional information may need to be disclosed about the nature of such remuneration.	FS
26	FRD 21 (2) (b)	Base remuneration disclosed separately from actual remuneration. Significant variations between total and base remuneration should be supported by explanatory commentary.	FS
27	FRD 21 (2) (c)	Accrual principles that apply in determining remuneration levels. All amounts received or receivable by the individual are to be disclosed.	FS
Financial Information			
28	FRD 22	Summary of financial results with comparative information for preceding four years.	37
29	FRD 22	Summary of significant changes in financial position.	36
30	FRD 22	Summary of operational and budgetary objectives, including performance against objectives and significant achievements.	36-37
31	FRD 22	Events subsequent to balance date which may have a significant effect on operations in subsequent years, including a summary of major changes affecting the achievement of operational objectives.	36
32	FRD 22	For each consultancy valued in excess of \$100,000, set out: ■ a schedule listing the consultants engaged; ■ a summary of project involved; ■ total project fees approved (excluding GST); ■ expenditure for the reporting period (excluding GST); and ■ future commitments relating to consultant.	38
33	FRD 22	Total number of consultancies individually valued at less than \$100,000 (excl. of GST).	38
34	FRD 22	Total expenditure (exclusive of GST) of these consultancy engagements.	38

35	FRD 22	Financial information must be consistent with that included in the financial statements.	36-38, FS
36	FRD 22	The Report of Operations should be presented in a format that complements the financial report as a whole: ■ containing any additional information the accountable officer or the governing board considers appropriate; or ■ any information which has been mandated by other authoritative pronouncements. The Report of Operations must contain general and financial information, including other relevant financial information, outlining and explaining an entity's operations and activities for the reporting period.	12-27
37	FRD 27	The Report of Operations must include in its report of operations an audited statement of performance including: ■ the relevant performance targets and indicators as determined by the responsible Minister; ■ the actual results achieved for that financial year against pre-determined performance targets and indicators; and ■ an explanation of any significant variance between the actual results and performance targets indicators.	FS
Other Relevant Information			
38	FRD 22	Summary of Application of the Freedom of Information Act 1982 (including amendments of 3 August 2007).	39
39	FRD 22	Statement on compliance with building and maintenance provisions of the Building Act 1993 (including amendments of 1 July 2007).	41
40	FRD 22	Summary of the application and operation of the Whistleblowers Protection Act 2001 (including amendments of 1 July 2007) and disclosures required by this Act.	39
41	FRD 22	Statement on implementation and compliance with National Competition Policy, including statement on compliance with policy statements, especially: ■ "Competitive Neutrality: A Statement of Victorian Government Policy"; ■ "Victorian Government Timetable for the Review of Legislative Restrictions on Competition"; and ■ any subsequent reforms.	39
42	FRD 22	Summary of environmental performance.	FS
43	FRD 22	Statement (to the extent applicable that the information listed in Appendix 1) is available on request to the relevant Minister, members of Parliament or the public. This includes additional information available on request subject to provision of the Freedom of Information Act 1982 (including amendments of 3 August 2007).	41
44	FRD 22	Statement that declarations of pecuniary interests have been duly completed by all relevant officers.	39
45	FRD 22	Details of shares held by senior officers (as nominees or held beneficially in a statutory authority or subsidiary).	39
46	FRD 22	Details of publications produced by the entity about itself and how they can be obtained).	41
47	FRD 22	Details of major promotional, public relations and marketing activities undertaken to develop community awareness of the institute and its services.	41
48	FRD 22	Details of changes in prices, fees, charges, rates and levies charged by the institute.	41
49	FRD 22	Details of any major external reviews carried out on the institute.	41
50	FRD 22	Details of major research and development activities undertaken by the institute.	41
51	FRD 22	Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit.	41
52	FRD 22	List of major committees sponsored by the institute, the purposes of each committee and the extent to which the purposes have been achieved.	41
Overseas Operations of Victorian TAFE Institutes			
53	PAEC	Financial and other information on initiatives taken or strategies relating to the institute's international operations.	24-25
Auditor General			
54	3.110	Recommendation in relation to Overseas Operations of Victorian TAFE Institutes – 3.110 Auditor General, Special Reviews, 30 June 2002. Information in annual reports of a TAFE institute should include: ■ nature of strategic and operational risks; ■ strategies established to manage such risks; ■ performance measures and targets formulated for off shore operations; and ■ the extent to which expected outcomes have been achieved.	24, 39

Financial Reporting Direction 27 – Presentation of Reporting and Performance Information

55	FRD 27A	Audited Statements of Key Performance Measures (KPIs) must include an audited statement of performance for certain KPIs. Reporting and performance should be presented using KPIs and a signed Performance Management Certificate should also be completed. (The following 11 are the mandatory KPIs) 1. Participation of 15-24 year olds. 2. Participation of 25-64 year olds. 3. Module Load Completion Rate. 4. Student satisfaction. 5. Total Cost per Student Contact Hour (SCH). 6. Working Capital Ratio. 7. Net Operating Margin. 8. Fee for Service Revenue. 9. Revenue per EFT Staff. 10. Student Contact Hours (SCH). 11. Energy Consumption.	FS
(B) Financial Statements			
		Part 7 of the Financial Management Act 1994 (FMA)	
56	FMA 49 (a)	Must contain such information as required by the Minister.	FS
57	FMA 49 (b)	Must be prepared in a manner and form approved by the Minister.	FS
58	FMA 49 (c)	Must present fairly the financial transactions of an institute during the financial year to which they relate.	FS
59	FMA 49 (d)	Must present fairly the financial position of an institute as at the end of the year.	FS
60	FMA 49 (e)	Must be certified by the Accountable Officer for an institute in the manner approved by the Minister.	FS
		The Financial Statements must be prepared in accordance with:	
61	SD 4.2 (a)	Australian Accounting Standards (AAS and AASB) and other mandatory professional reporting requirements (including Urgent Issues Group Consensus Views and Statements of Accounting Concepts).	FS
62	SD 4.2 (a)	Financial Report Directions.	FS
63	SDA 4.2 (a)	Business rules.	FS
		The Financial Statements are to comprise the following:	
64	SD 4.2 (b)	An operating statement.	FS
65	SD 4.2 (b)	A balance sheet.	FS
66	SD 4.2 (b)	A statement of recognised income and expenses.	FS
67	SD 4.2 (b)	A cash flow statement.	FS
68	SD 4.2 (b)	Notes to the financial statements.	FS
		The Financial Statements must, where applicable, be signed and dated by the Accountable Officer, CFAO and a member of the Responsible Body stating whether, in their opinion:	
69	SD 4.2 (c)	The Financial Statements present fairly the financial transactions during the reporting period and the financial position at the end of the period.	FS
70	SD 4.2 (c)	The Financial Statements are prepared in accordance with this direction and applicable Financial Reporting Directions.	FS
71	SD 4.2 (c)	The Financial Statements comply with applicable Australian Accounting Standards (AAS and AAB) and other mandatory professional reporting requirements (including Urgent Issues Group Consensus Views and Statements of Accounting Concepts).	FS

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glossary

ACER	Australian Council for Education Research
AMCA	Air Conditioning and Mechanical Contractors Association
AQF	Australian Qualifications Framework
APTC	Australian-Pacific Technical College
ASQA	Australian Skills Quality Authority
AUQA	Australian Universities Quality Authority
BEC	Business Enterprise Centre
BeLS	Blended eLearning Solutions
CAE	Centre for Adult Education
GEN	Global Education Network
IBSA	Innovation and Business Skills Australia
ICT	Information and Communication Technology
IIHS	International Institute of Health Sciences
KOTO	Know One, Teach One
LASH	Lighting and Sound Hire
LLEN	Local Learning and Employment Network
MiBO	Music Industry Business Office
NECA	National Electrical Contractors Association
NSCE	Nursing Skills Centre for Excellence
PIN	Post Secondary International Network
RDA	Regional Development Australia
RPL	Recognition of Prior Learning
SARC	Student Activities Representative Council
SARP	Staff Achievement and Recognition Program
SYN FM	Student Youth Network Radio
TAFE	Technical and Further Education
TEQSA	Tertiary Education Quality and Standards Agency
TREV	Tertiary Recreation Entertainment Victoria
VCAL	Victorian Certificate of Applied Learning
VET	Vocational Education and Training
VETiS	Vocational Education in Schools
VRQA	Victorian Registration and Qualifications Authority