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# CHOOSE SUCCESS, CHOOSE GOTAFE

Goulburn Ovens Institute of TAFE (trading as GOTAFE) is the largest post-compulsory educational provider in North East Victoria. Annually GOTAFE delivers in excess of three million student contact hours (SCHs) across 38 industry sub-sectors to more than 17,000 students, employing over 450 Effective Full Time (EFT) staff located at 13 campus sites, and achieving an annual turnover in excess of 50 million dollars.

The region covered by GOTAFE includes 11 local government authorities and services the vocational education and training needs of more than 220,000 Victorians (2006 census). Students live in locations ranging from Wallan in the south to Kyabram in the west, Mansfield in the east, and Nathalia to Rutherglen in the north and across the Goulburn Valley.

GOTAFE as it is now known, has a rich history of providing technical, vocational and further education to the region. The establishment of GOTAFE took effect upon the amalgamation of Wangaratta Institute of TAFE and Goulburn Valley Institute of TAFE on the 1st of October 1996. This followed a Committee of Review of TAFE services in North East Victoria, headed by Dr Tom Kennedy.

The Goulburn Ovens Institute of TAFE was authorised under Section 23 of the *Vocational Education and Training Act 1990* and its Board established under Section 24 of the Act. Its powers and duties are primarily established in its Constitution, the *Education Training and Reform Act 2006*, *Tertiary Education Act 2003* and *Financial Management Act 1994*. The responsible Minister during 2011 was the Hon. Peter Hall, MLC, Minister for Higher Education and Skills.

The principal objective of GOTAFE, within the context of national and Victorian State Government policy and management frameworks, is articulated in its strategic purpose:

To deliver quality vocational training and tertiary education that responds to the needs of industry, enterprises, communities and individuals in the regions GOTAFE serves.

The strength of GOTAFE lies with its experienced, skilled and innovative staff who provide training, skills development and other services to students, industry clients and the wider community through:

- » Innovative, customised and quality assured training programs and products
- » Flexible education and training delivery methodologies
- » A commitment to consultation, partnerships and customer satisfaction.

**GOULBURN OVENS INSTITUTE OF TAFE**  
established 1st October 1996

GOULBURN VALLEY INSTITUTE OF TAFE

WANGARATTA INSTITUTE OF TAFE

GOULBURN VALLEY COMMUNITY COLLEGE

WANGARATTA COLLEGE OF TAFE

GOULBURN VALLEY COLLEGE OF TAFE

SHEPPARTON COLLEGE OF TAFE

WANGARATTA TECHNICAL COLLEGE

SHEPPARTON TECHNICAL COLLEGE

WANGARATTA TECHNICAL SCHOOL

2000s  
1990s  
1980s  
1970s  
1960s  
1950s  
1940s  
1930s  
1920s

# REPORT OF OPERATIONS

## Board Chair's Report



Michael H. Tehan  
Chair of the Board  
January 2012

On behalf of GOTAFE I am proud to present the Institute's 2011 Annual Report. It has again been a year of change and challenge with the implementation of "demand driven" funding and one which has also brought many opportunities for growth and development.

The GOTAFE Board through the Institute's Strategic Directions 2011-2015 is focussed on maintaining and enhancing the Institute's relevance and sustainability across all areas of its business, workforce, culture, systems and facilities.

The numerous TAFE sector reviews into governance and oversight, fees and funding and resources productivity and efficiencies will add to and reinforce how imperative and urgent it is for TAFE Institutes to become more flexible and commercially relevant to tertiary education provision and outcomes.

As a Victorian regional TAFE Institute, GOTAFE is responding to the changing needs of our learners and industry with new policies and processes through active engagement with industry and employers to ensure its programs and services meet the requirements of regional industry and local communities through:

- » the appointment of Business Development Officers and a wide range of industry reference groups and an alliance with Dairy Australia through the National Centre for Dairy Education Australia (NCDEA)
- » a strategic relationship with the regional office of the Department of Education and Early Childhood Development (DEECD) and local secondary schools to provide secondary students with access to GOTAFE's highly qualified and experienced staff and industry standard equipment.

The economic slow down within our region has seen the reduction of full cost training and an increased pressure on salaries and organisation costs which in turn has seen a lessening of our reserves for 2011 compared to 2010. Despite this, the Institute has spent a considerable amount of effort adjusting and improving our operations for the future.

In looking forward to 2012 and beyond a concerted effort has been made by all within the Institute to ensure that an appropriate culture, systems and workplace flexibility are in place to meet the ever challenging demands of tertiary education provision.

GOTAFE continues to face the thrust of the Victorian and Federal Governments for greater provision and access to tertiary education. In 2011 GOTAFE continued to build its partnerships and alliances in tertiary education through a brokerage model with the University of Ballarat, La Trobe University, University of Melbourne, Deakin University and Charles Sturt University as well as with secondary schools, government agencies, industry, employers and other stakeholders.

During 2011 Board member Liz Chapman retired for family reasons and Geraldine Atkinson's term of appointment expired. I extend to each of them our gratitude for their contribution and input through their time as GOTAFE Board members.

Peter Quinn has recently been appointed to the Board and his presence will enhance the Board's robust governance and continuous improvement program.

I acknowledge and convey my thanks to my fellow Board members for their continued insight, support, dedication and guidance throughout the year.

Thank you to our CEO Paul Culpan for his vision, commitment and leadership within GOTAFE and beyond during a most challenging period of change.

On behalf of the Board I record our appreciation of the support, guidance, and hard work of the GOTAFE Executive Management and all staff throughout the year.

We have also received and are grateful for the enormous amount of support and input from business and industry partners and our local and regional communities.

The Board also extends its appreciation to the Honourable Peter Hall, MLC, Minister for Higher Education and Skills, and also the staff of the Department of Education and Early Childhood Development and Skills Victoria for their support, advice and co-operation throughout 2011.

# Chief Executive Officer's Report



A handwritten signature in dark ink, appearing to read 'Paul Culpan'.

Paul Culpan  
Chief Executive Officer/Director  
January 2012

I would like to recognise the commitment of GOTAFE staff and the Board who have contributed to the Institute in 2011, in a year that has seen significant change and challenge as a result of the roll-out of vocational education and training (VET) reform in Victoria, as well as changing education policy at the Federal Government level.

In 2011 a wide range of activities and initiatives were undertaken involving changing processes, implementing technology, upgrading education quality, building client partnerships and developing staff capability. Examples of these activities included a Customer Experience Excellence Project with a focus on ensuring the student experience is maximised, as well as a range of partnerships with universities with a number of successful funding applications being announced by the State and Federal Governments at the end of 2011.

Another key development was the establishment of five cross-functional strategic committees reporting to the CEO. These committees are designed to drive the achievement of the Institute's strategic goals defined in the 2011 – 2015 Strategic Directions plan, with key performance indicators, staff workplans and performance aligned to the achievement of these strategic goals.

## GOTAFE'S STRATEGIC GOALS

### Student and Customer

Maximise student and other customer satisfaction through responsiveness, flexibility, creativity, collaboration and engagement.

### Quality of Education

Provide high quality, data driven and customer focussed vocational training and tertiary outcomes.

### People

Attract, develop and retain a high performing workforce that drives organisational outcomes.

### Sustainability

Achieve strong financial results, environmental improvements and contribute to social development in our region.

### Systems and Facilities

Develop high performing integrated systems and processes together with high quality facilities to support organisational outcomes.

In closing, GOTAFE is actively responding to the challenges and changes of government reform via a combination of robust strategies and tight operational monitoring by the Board and the Management Team respectively. I am confident that GOTAFE is well positioned for the future to meet the expectations of its key stakeholders.

# GOTAFE Board Members



## Mr Michael Tehan

*Chair*  
Lawyer  
Tehan, George & Co

*Co-opted Director*

**Appointed 17/03/97**  
**Sixth Term**

Michael has served on the Board since 1997. Michael is the senior partner of Tehan, George & Co, a legal firm operating in Euroa and Seymour. He is also a former local Government Commissioner. He has particular skills in legal matters, local government, audit, regional development, strategic planning, community networking and development, tourism and hospitality and education and training. Michael has a Bachelor of Laws and is a Notary Public. He is a member of the Executive, Audit and Remuneration Committees of the Board. Michael is also a Board member of the Benalla Performing Arts and Convention Centre and the Chair of the Strathbogie Shire Council Audit Committee.



## Mrs Lisbeth Long

*Deputy Chair*  
General Manager  
Silent Range Estate

*Ministerial (Industry) Director*

**Appointed 14/07/08**  
**Second Term**

Lisbeth has served on the Board since July 2008.

Lisbeth has a Bachelor in Economics and is the General Manager of a vineyard and winery at Wangaratta. Lisbeth has extensive experience in education and training, governance, corporate management, finance, law, organisation development, risk management and strategic planning.

Lisbeth is a former Member of the Technical Education Centre Wangaratta Industry Reference Group, Wangaratta Unlimited Economic Advisory Board, La Trobe University Regional Advisory Board and the Rural City of Wangaratta Tourism Advisory Board.

Lisbeth is a member of the Executive and Remuneration Committees and Chair of the Audit Committee.



## Mr Adam Furphy

*Deputy Chair*  
Managing Director  
J. Furphy & Sons

*Ministerial Director*

**Appointed 16/03/09**  
**First Term**

Adam has served on the Board since March 2009.

Adam has a Bachelor of Engineering (Mechanical) and is the Managing Director of J. Furphy & Sons which is a fifth generation manufacturing business based in Shepparton. Adam has experience with apprenticeships and industry participation in vocational education. Adam also has experience in business development and business-to-business relationship management.

Adam is presently Chairman of the La Trobe University Shepparton Campus – Regional Advisory Board, Chairman of the Scott Peoples Foundation and a Trustee of the Shepparton Mechanics Institute.

Adam is a member of the Audit Committee.

THE BOARD OF GOTAFE DEMONSTRATES A BROAD RANGE OF BACKGROUND, SKILLS AND ABILITY.

THE BOARD ENDEAVOURS TO HAVE AN ONGOING MEMBERSHIP THAT COVERS ALL OF THE AREAS NECESSARY TO PROVIDE LEADERSHIP AND GOOD GOVERNANCE FOR THE INSTITUTE.



### Mr Geoffrey Oliver

Small Business Operator

*Co-opted Director*

**Appointed 17/03/97**  
**Sixth Term**

Geoff has served on the Board since 1997. Geoff is the owner of a retail business in Benalla and Chairman of Associated Retailers Pty Ltd, a national retail purchasing group. He is a former Local Government Chief Commissioner and a former Mayor having served 16 years as a Councillor for the Benalla Rural City. Geoff is Chairman of the Board of the Benalla Performing Arts and Convention Centre and a Board member of Regional Development Victoria and Australia (Hume Region). Geoff has particular skills in regional development particularly in the areas of arts and theatre, business management, community networking, local government, education and training and marketing. Geoff is a member of the Remuneration Committee.



### Mr Christopher McPherson

Chief Executive Officer  
McPherson Media Group

*Ministerial Director*

**Appointed 30/11/09**  
**First Term**

Chris has served on the Board since November 2009. Chris is Chief Executive Officer and Managing Director of the McPherson Media Group and its publishing and printing companies. Chris is a past President and life member of the Victorian Country Press Association, a past President and life member of the Pacific Area Newspaper Publishers Association, a past President of Country Press Australia and Chairman of Country Press Cooperative Company Limited. He was a councillor of the Melbourne College of Printing and Graphic Arts from 1990 until it became part of RMIT in 1994. Chris is a Graduate member of the Australian Institute of Company Directors.



### Mrs Ann Telford

*Ministerial Director*

**Appointed 30/11/09**  
**Second Term**

Ann has served on the Board since November 2009. Ann holds an Australian and New Zealand School of Government (ANZSOG) Executive Master of Public Administration, a Graduate Certificate in Educational Leadership and Management and a Bachelor of Arts (Liberal Studies). She has experience in local government, the community sector and the public service. Ann also serves as a Board Member of the Alpine Valleys Community Leadership Program.



### Mr Peter Quinn

Managing Director  
GV Water

*Ministerial Director*

**Acting 26/10/11**

**First Term**

Peter has served on the Board since October 2011.

Peter is Managing Director of Goulburn Valley Water. He has an Executive MBA, a Churchill Fellowship and is a member of the Australian Property Institute, the Australian Institute of Company Directors and is a past President of the Institute of Water Administration.



### Ms Liz Chapman

*Deputy Chair*  
Company Director  
Rural Plan Pty Ltd

*Ministerial (Industry) Director*

**Appointed 14/04/03**

**Third Term- Resigned 18/04/11**

Liz has served on the Board since 2003.

Liz is a managing partner of a locally based consulting firm specialising in the management of natural resources and in community and regional development. She has particular skills in group facilitation, community and regional development, business management, natural resource systems, agriculture production, strategic planning and education and training. Liz has a Master of Applied Science (Agriculture and Regional Development) and a Graduate Diploma of Community Development.

Liz is a Board Director of Tomorrow: Today Foundation and convenes the Education Benalla Program.

Liz was a member of the Executive and Audit Committees.



### Ms Geraldine Atkinson

Community Development Officer  
*Victorian Aboriginal Community Services Assoc Ltd*

*Ministerial (Industry) Director*

**Appointed 08/05/06**

**Second Term - Term expired 30/09/2011**

Geraldine had served on the Board since 2006.

Geraldine has extensive skills and background working with the Koorie community both locally, statewide and nationally. She has held positions as a Koorie Educator at Wanganui High School and GOTAFE, as an Administrator at Lidje Child Care Centre and as the Community Development Officer – Victorian Aboriginal Community Services Association Limited (VACSAL).

Geraldine is Chairperson of Victorian Aboriginal Education Association Incorporation (VAEAI), Chairperson Koorie Open Door Education Advisory Committee and a Director of the Aborigines Advancement League. Geraldine is active in sport administration and is the past coach of the Victorian Aboriginal Women's Netball Team.



The remaining four positions on the Board are made up of:



**Mr Paul Culpan**

Chief Executive Officer  
GOTAFE

Appointed 01/01/09  
First Term



**Mr Mario Varricchio**

Staff Representative  
Commercial &  
Operations Manager  
(Benalla Campus)

Appointed 15/09/08  
Second Term - Resigned  
12/09/11



**Miss Nicole Schulz**

Student  
Representative

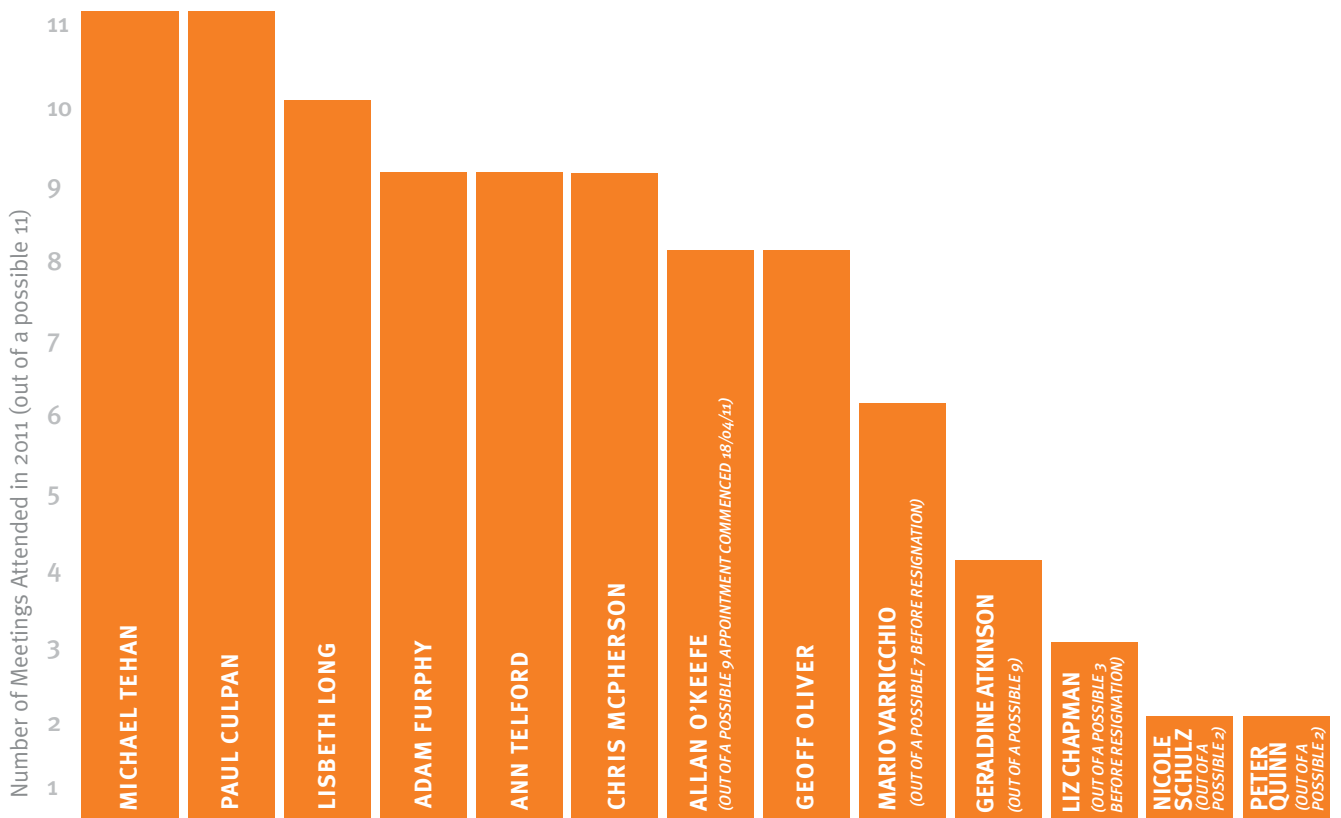
Appointed 19/04/10 -  
31/03/11



**Mr Allan O'Keefe**

Student  
Representative

Appointed 18/04/11-  
Present



## Board Values & Code of Conduct

The Board of GOTAFE provides effective corporate governance for the Institute within the legal framework provided by the various acts, orders and ministerial directions. The Board has adopted a vision, mission and values statement for the Board itself and for the Institute.

The Board operates in accordance with the Excellence in Governance: A Guide to Best Practice in TAFE Institute Boards manual published by the Victorian TAFE Association.

## Board Committees

The Board has three committees:

- » Executive
- » Audit
- » Remuneration

The detailed *Terms of Reference* for each of these Committees is provided in the Board Manual.

The Executive Committee acts on behalf of the Board between Board meetings and also provides an oversight of the Institute's industrial relations matters. Members of the Board who held positions on this Committee in 2011 were Michael Tehan, Lisbeth Long, and Liz Chapman (until 18/04/2011) when replaced by Adam Furphy.

The Audit Committee's role is to oversee the role and effectiveness of the Institute auditors and to ensure appropriate management response and follow up to meet the good governance requirements of the Institute.

Members of the Board who held positions on this committee in 2011 were, Lisbeth Long, Michael Tehan, Adam Furphy, Ann Telford and Liz Chapman (until 18/04/2011).

The Remuneration Committee provides assurance to the Board relating to the effectiveness, integrity and compliance of remuneration policies and practices. The Remuneration Committee's main focus is on senior executive and the CEO remuneration. The Committee also concerns itself with the overall approach to remuneration by the Institute. Members of the Board who held positions on this committee in 2011 were Michael Tehan, Lisbeth Long, and Geoff Oliver.

## Board Training

In 2011 the following Board members participated in a range of professional development opportunities to assist them in undertaking their Board duties:

### **Victorian TAFE Association (VTA) State Conference (Melbourne)**

- » Michael Tehan
- » Chris McPherson
- » Paul Culpan
- » Mario Varricchio
- » Allan O'Keefe

### **Australian Institute of Company Directors Governance - Evaluating The Board**

- » Michael Tehan
- » Lisbeth Long

### **VTA Governance and Regulations Forum**

- » Michael Tehan - presented "Defining the nature and role of the modern Board"

### **KPI Seminar (Melbourne)**

- » Michael Tehan
- » Paul Culpan

### **Law Institute Risk Management Conference**

- » Michael Tehan

# GOTAFE Executive Management Team



**Paul Culpan**

*Chief Executive Officer*

The Chief Executive Officer (Director) is employed by the Board of the Institute with significant delegations of authority from the Board to:

- » assist the Institute Board in the update and implementation of its long-term strategic directions in operational terms
- » provide leadership and authoritative advice to the Institute Board and Board Committees on the strategic directions, policies and review mechanisms for the Institute
- » promote and represent the Institute to governments and government authorities in order to gain contracts and resources to achieve the Institute's goals
- » lead and develop the Institute to ensure that it maintains its status as a nationally Registered Training Organisation (RTO) and that its functions are benchmarked against best national and international practice.



**Russ Francis**

*Deputy CEO*

*Manager Corporate Development*

Responsibilities are:

- » planning and research - strategic and operational business planning
- » Organisational Development - workforce development, industrial relations and human resources
- » Educational Development - ASQA compliance support, tertiary education partnerships, blended learning strategy and improving quality teaching practices
- » Business Development - marketing and business development initiatives, major events and publications
- » Student Records - QLS functionality, new Student Management System, scope of registration, enrolments and resulting, and apprenticeship and traineeship coordination
- » Digital Services and Design - internet and intranet websites, design of Institute publications and digital business process improvements
- » Student Services – careers advice, professional welfare counselling and youth pathways projects
- » Information Access – libraries and bookshop
- » Seymour Campus Management – campus support and Wallan growth corridor development.



**Geoffrey Cobbedick**

*General Manager*

*Finance and Infrastructure*

Responsibilities are:

- » financial management and procurement
- » property, capital development, equipment and minor works
- » information and communications technology, information systems
- » audit and risk management
- » environmental sustainability
- » quality compliance
- » legal
- » commercial operations - Wangaratta and Shepparton
- » Benalla Performing Arts and Convention Centre (BPACC)



### Shane Hellwege

*Executive Manager*  
Rural & Manufacturing Industries  
(resigned 21 October 2011)

### Sandy Powell

(acting 24 October 2011 - 31 December 2011)  
*Executive Manager*  
Rural & Manufacturing Industries

#### Responsibilities are:

- » overall operations
- » strategic development
- » financial management
- » management of teaching delivery teams and support staff
- » educational development
- » development of key industry relationships

#### Rural & Manufacturing Industries Division includes:

- » Agriculture
- » Amenity Horticulture
- » Animal Sciences
- » Conservation & Land Management
- » Food Processing
- » Manufacturing
- » National Centre for Dairy Education Australia (NCDEA) – Dairy Processing
- » National Centre for Equine Education (NCEE)
- » Occupational Health & Safety (OHS)
- » Production Horticulture
- » Transport & Logistics
- » Veterinary Nursing
- » Viticulture



### Peter Carkeek

*Executive Manager*  
National Centre for Dairy Education Australia (NCDEA) - Dairy Farming

#### Responsibilities are:

- » coordinating the roll out of the National Centre for Dairy Education Australia (NCDEA) within Victoria and across Australia
- » developing industry relationships and harnessing industry resources
- » liaising with the regional industry guidance group network
- » overall operations
- » strategic development
- » financial and team management



### Jeanne Norling

*Executive Manager*  
Vocational Pathways

### Natasha McCormick

(acting 3 July 2011 - 31 December 2011)  
*Executive Manager*  
Vocational Pathways

#### Responsibilities are:

- » educational development strategic development
- » financial management
- » management of teaching delivery teams and support staff
- » relationship development with a range of organisations and individual clients

#### Vocational Pathways Division includes:

- » Multicultural Education Centre (MEC)
- » Koorie Education Unit (KEU)
- » Learning Skills Unit
- » Corrections Education Centre



### Louise Pearce

*Executive Manager*  
Service Industries

Responsibilities are:

- » overall operations
- » strategic development
- » educational development and growth
- » development of partnerships and articulation with Universities and ACE providers
- » industry engagement and relationship development with a range of organisations
- » management of teaching delivery teams and support staff
- » financial management

Service Industries Division includes:

- » Art & Design Business
- » Information Technology (IT)
- » Management
- » Community Services
- » Children's Services
- » Health - includes Nursing and First Aid
- » GOTAFE Regional Academy of Dramatic Arts (GRADA)
- » Sport & Recreation
- » Campus Operations - Benalla



### Albert Amadei

*Executive Manager*  
Technology Industries

Responsibilities are:

- » educational development
- » relationship development
- » management of teaching delivery teams and support staff
- » financial management
- » Vocational Education and Training in Schools (VETiS) business activity

Technology Division includes:

- » Automotive (Mechanical and Body)
- » Building & Plumbing
- » Electrical
- » Engineering (Mechanical and Fabrication)
- » Hair & Beauty
- » Hospitality
- » Retail
- » Shepparton Technical Education Centre (TEC)
- » Wangaratta Technical Education Centre (TEC)

# KEY ACHIEVEMENTS

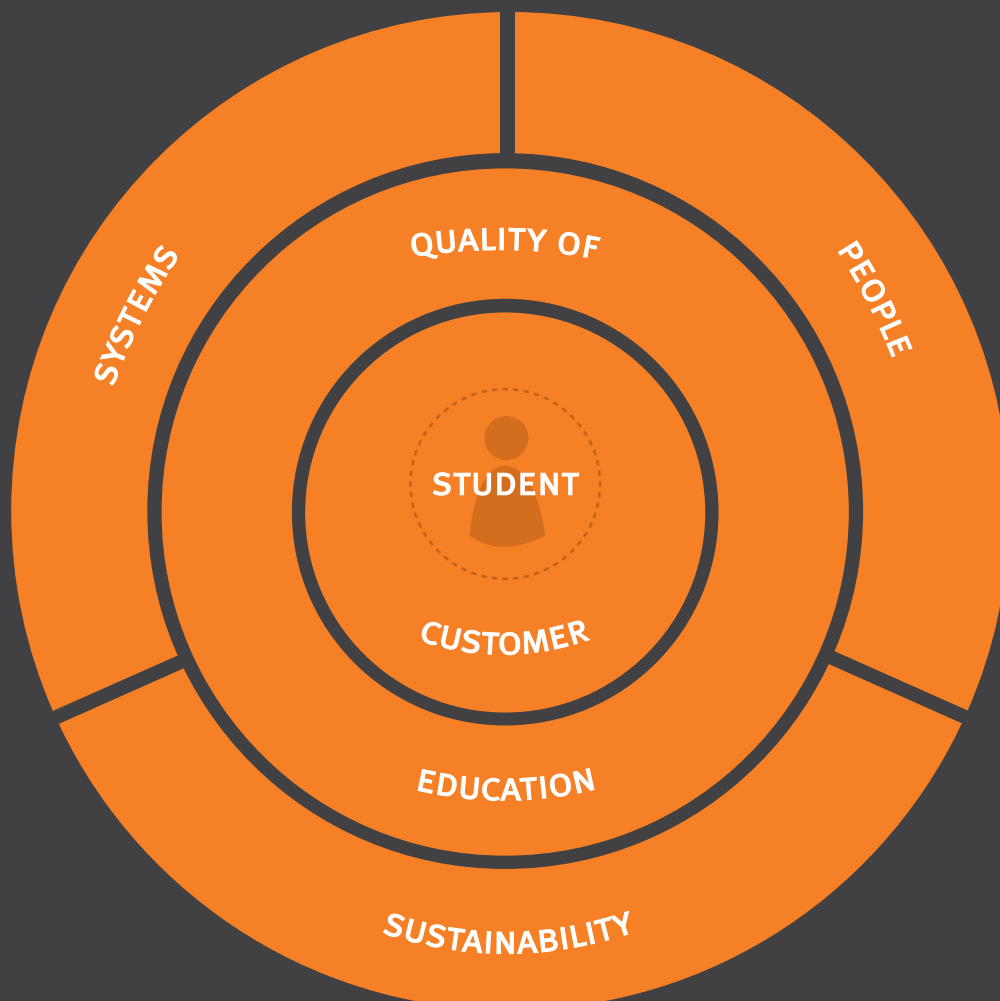
The GOTAFE Strategic Framework provides clear direction for the Institute to address Federal and State Government education reform agendas, industry workforce development needs, and to position GOTAFE to meet current and future demand.

The GOTAFE Strategic Goals are framed around the five categories of our Strategic Framework model:



GOTAFE uses the strategic goals as its measures of success, and is used to summarise GOTAFE's 2011 key achievements.

## Strategic Framework Model



# STUDENT & CUSTOMER

## 2010 Graduation

Four GOTAFE Graduation Ceremonies were held during March and April. Approximately 500 students received their certificates in recognition of successfully completing nationally accredited qualifications.

The 2011 Outstanding Students of the Year for each campus were:

- » Seymour Campus - Zane Cazaly - Certificate IV in Nursing
- » Shepparton Campus - Mervyn Fernando - Certificate IV in Community Recreation
- » Benalla Campus - Mark Blows - Diploma of Information Technology (Networking) and a Diploma of Project Management
- » Wangaratta Campus - Amie Chalwell - Certificate II in Animal Studies and the Certificate III in Companion Animal Services

The guest speaker at each Graduation Ceremony was Paula Constant, whose best-selling book *Slow Journey South* recounts her epic and inspirational journey walking from London to Morocco. Originally from Mansfield and Broome, Paula had no expedition or adventure experience before beginning her walk in 2004. She was working as a primary school teacher in London, where she lived with her husband Gary for several years. The walk took over three years to plan and save for.

## GOTAFE Alumni Launch

The GOTAFE Alumni was launched at the Graduation Ceremony held in March. There are currently 135 Alumni members who upon registering receive a welcome letter and Alumni member card. The Alumni card provides access to discounts on GOTAFE training, restaurant dining, beauty services and short courses.

Alumni members receive quarterly e-newsletters, informing them of upcoming GOTAFE sponsored events and relevant GOTAFE news and current Alumni member rewards. E-newsletter recipients are also introduced to fellow Alumni members through featured Alumni profiles.

The inaugural Alumni of the year is set to be announced at the 2012 GOTAFE Graduation ceremonies with a present call for nominations.

## Number of graduating students by Campus

### BENALLA

311

### SEYMOUR

162

### SHEPPARTON

1574

### WANGARATTA

971

## GOTAFE Week

GOTAFE Week held from 28 February to 3 March was introduced in 2011. GOTAFE Week is the first ever Institute-wide orientation activity to be provided to our students. The theme of the event was 'Carnival' with students having lots of fun in Sideshow Alley, and enjoying a free BBQ whilst having the opportunity to learn about the services provided to students by GOTAFE.

## Inaugural GOTAFE scholarships presented

GOTAFE launched its inaugural Scholarship Program in 2011. The GOTAFE Scholarship Program was open to first year students studying a GOTAFE nationally accredited qualification. Twenty-one students from GOTAFE, 10 students from the Wangaratta Technical Education Centre (TEC) and two students from GRADA were awarded scholarships in 2011.

## National & State Training Award Winners

GOTAFE had three representatives including students Jessica Pendlebury (Certificate IV in Veterinary Nursing) and Mervyn Fernando (Certificate IV in Community Recreation) who were nominated as finalist for the Victorian Training Awards in September.

Jessica was the winner of the Victorian School-based Apprentice of the Year category, while Mervyn was a finalist in both the Victorian Koorie Student of the Year and Vocational Student of the Year categories.

Jessica is the first person to undertake the Certificate IV in Veterinary Nursing as a school based traineeship, combining VCE with work at the Northern Veterinary Group in Kilmore, where in addition to her veterinary nursing duties, she is also responsible for the puppy pre-school training. After being successful at the state level Jessica went on to win the national award.

## Support for Retrenched Workers

GOTAFE was fundamentally involved in supporting a number of organisations and staff across the region facing retrenchment.

GOTAFE's involvement included conducting presentations, attending information sessions, undertaking careers counselling and linking retrenched workers with education and training.

The Business Development Team was able to provide assistance and training options to the following organisations:

- » SPC Ardmona
- » Heinz (Girgarre)
- » Savers
- » Australian Country Spinners
- » Benalla Spinners
- » Gun's Mill
- » Carter Holte Harvey
- » Thales Benalla



Jessica  
Pendlebury &  
Mervyn Fernando





# SERVICE INDUSTRIES

## ART & DESIGN

Photography students enrolled in Visual Arts at GOTAFE Wangaratta took out awards in the 2011 Ilford National Photographic Competition for tertiary students. Kate Beel and Kym Millott-Stubbs were awarded second and third prizes respectively in the second year level for their photos 'Small Bat' and 'Dawn Parade at Merrigig', while Julie Griffiths was awarded third prize in the first year level for her portrait photo 'Georgina'.

The Exit11 Exhibition, final student art display, drew a large crowd to the Exhibitions Gallery in Wangaratta and showcased the excellent work of our Shepparton and Wangaratta design and visual art students.

## BUSINESS/ INFORMATION TECHNOLOGY

In August 2010 GOTAFE commenced delivery of the Bachelor of Applied Management (BAMS) program, in conjunction with the University of Ballarat. The Bachelor program integrates a Diploma and Advanced Diploma of Management, with the third year offered by University of Ballarat at GOTAFE's Fryers Street - Shepparton Campus. The first group of students graduated in 2011 with the official ceremony held at Ballarat University on 15 December 2011. Students came from diverse workplaces including the Department of Defence, Goulburn Murray Water, Goulburn Valley Water, Greater Shepparton City Council and Tatura Milk. A new cohort of students has commenced the BAMS program in 2011, reflecting the growing interest of regional businesses to be involved in partnership programs between GOTAFE and universities.

In 2011 Jo Craig, Commercial Manager Business/IT, introduced a business breakfast and workshop concept, The Smarter Business Breakfast, for members of the Wangaratta Chamber of Commerce. The two breakfasts and workshops were well attended, with over 40 attendees at each event. The first workshop was delivered by the well recognised local Tom O'Toole from Beechworth Bakery, and the second workshop focussed on online marketing and was conducted by Martin Grunstein.

## COMMUNITY SERVICES

Community Services has had a very successful year with growth in delivery in the Children's Services area.

A large number of students completed qualifications in Community Services Work, Aged Care and other related fields.

The successful Aged Care Workforce Vocational Education and Training (ACWVET) funding from the Department of Health and Ageing will enable GOTAFE to offer training places for Aged Care and Front Line Management courses for staff employed in the Community Services sector over the next three years.

## GOTAFE REGIONAL ACADEMY OF DRAMATIC ARTS (GRADA)

Award winning teachers with passion and drive continued to provide GRADA students with high quality training throughout 2011. The year saw the appointment of an exciting new Head of Dance, the introduction of an entry

level qualification and a series of performances by GRADA Dance and Acting students. There was also the announcement by Melbourne Theatre Company that GRADA's own Matt Scholten would be a guest director in their coming season. A visit from Noni Hazlehurst, one of the industry greats, was also a highlight.

## Acting & Production

In 2011 GRADA students had the opportunity to demonstrate their acting and production skills in GRADA Company's 2011 inaugural season. In July, Greg Carroll directed the well known Australian play "Dimboola" to sell-out crowds resulting in rave reviews by local theatre goers.

In September, the students, directed by Jodi Paramasivam performed their first self-devised immersive piece, "We Have a Right to Know" based on works by Alfred Hitchcock, Tom Waits and Edgar Allan Poe.

The first GRADA Company then closed the curtain on the 2011 season with a stirring presentation of Thornton Wilder's "Our Town" on December 1 and 2, directed by Kevin Hopkins. After perfecting their New Hampshire accents, the first and second year Advanced Diploma of Arts (Acting) students shone as they breathed life into the characters of Wilder's Pulitzer Prize winning play. The production also provided practical experience for GRADA production students who took the lead in set and costume design and captured the emotion of the storyline with their well thought out lighting and effects.

The diverse body of work the students presented in their opening season has been welcomed by the local audience.

GRADA played host to renowned actor, Noni Hazlehurst in November. Noni delivered an acting masterclass for aspiring actors from the local area. She provided participants with an insight into the world of theatre and television and encouraged GRADA students to follow their dreams. Noni returned for a cocktail party and Q&A session with GRADA's Head of Acting, Matt Scholten, to celebrate his announcement as guest director at Melbourne Theatre Company.

## Dance

Kerrie Sinclair joined the GRADA team in 2011. Kerrie has worked as a choreographer, fight director and performer in both live theatre and film in Australia, Brazil, Europe and Hong Kong. She has completed a PhD in Dance and Theatre and in 1998 received an Australian Postgraduate Award to complete a Masters by Research Degree. Kerrie has lectured extensively in dance and stage combat training methods in Brazil, Australia and the United Kingdom.

Along with Kerrie came the introduction of the Certificate II in Dance (Live Performance), an entry level qualification offering aspiring dancers with varied ability the opportunity to pursue a career in dance.

In November, GRADA dance students took on the role of teacher as mentors to primary school children in a specially choreographed performance piece, Pinocchia. Dance students of all levels showcased their talents in the original piece conceived and directed by GRADA's Head of Dance, Kerrie Sinclair.

Pinocchia, a contemporary dance work took the traditional story of Pinocchio and gave it a modern twist with the reworking of gender roles. Local primary school students from Benalla East Primary School, Benalla West Primary School and Benalla Christian School also participated, performing routines choreographed by GRADA Diploma students. Pinocchia gave GRADA's production students the opportunity to showcase their skills as they took the lead in set and costume design.

## HEALTH

More than 500 students undertook training in health courses across the Institute's four main campuses. In addition to program delivery at NorthEast Health in Wangaratta and Benalla Health, program delivery also occurred in partnership with and on-site at Echuca Regional Health, Cobram Hospital and Goulburn Valley Health, Shepparton.

Twenty-four staff from Kerang Health graduated from GOTAFE with new qualifications in nursing. The nursing staff were participants in the inaugural traineeship program developed specifically by GOTAFE for the rurally isolated town to ensure they had the same opportunities for updating their qualifications as their city-based counterparts.

Over the next three years GOTAFE will receive funding for Nursing and Frontline Management training through the Aged Care Workforce Vocational Education and Training (ACWVET) Program. This new funding initiative is available for Aged Care Workers from the Department of Health and Ageing.

For the first time in 2011 Vocational Education and Training (VET) Health programs were run in partnership with GV Health in Shepparton and programs continued to run in partnership with North East Health in Wangaratta and Benalla Health.

In response to the substantial growth in the region and in order to increase the number of nursing places offered in 2012, a new portable classroom was installed at the Seymour Campus. First Aid courses also continue to grow in demand.

## SPORT & RECREATION

Successful training of Australian Football League (AFL) Sport Ready trainees by the Sport and Recreation department consolidated the Institute's partnership with the AFL traineeship initiative. Additionally, the partnership has resulted in the positioning of GOTAFE Business/IT courses to support trainees in areas of administration and business skills.

This relationship is expected to strengthen in 2012, with further increases in Traineeships expected in both the Sport & Recreation and Business/IT departments.

Sport & Recreation further expanded to include training on the mountain at Mt Buller during the winter; eight trainees completed their qualifications and the success of the program in 2011 will ensure course numbers will increase in 2012.

## BUSINESS DEVELOPMENT

Simone Tonks joined the Business Development Unit in 2011 as the Business Development Officer. During her first year, Simone was highly successful in developing partnerships and business opportunities with the Department of Health and Ageing, Heathcote Health, Cooyinda, Palsinc, Rumbalara Aboriginal Co-operative, and Transfield. Simone has effectively developed Skills for Growth programs for a range of organisations that will result in increased training opportunities and partnerships in 2012.

# TECHNOLOGY INDUSTRIES

## GOTAFE Apprentice Awards & Graduation

More than 300 award winners, graduands, employers and guests celebrated the 2011 GOTAFE Apprentice Awards and Graduation (Seymour and Shepparton Campuses) at the Goulburn Valley Hotel, Shepparton on Monday 28 November. A total of 36 awards were presented to outstanding pre-apprentices and first, second, third and final year apprentices from GOTAFE's Automotive, Building, Electrical, Engineering, Hairdressing, Hospitality (Commercial Cookery) and Plumbing Centres.

In addition to the awards, 168 students graduated from their respective apprenticeship courses. The 2011 GOTAFE Apprentice of the Year (Seymour and Shepparton Campuses) award was won by Joshua Williams from HSM Auto Repairs and Spares in Shepparton. The Seymour and Shepparton Apprentice Achievement Award winners were:

**Joshua Williams**

Automotive  
*HSM Auto Repairs  
& Spares*

**Thomas Secull**

Building  
*McCormack's  
Cabinets*

**Andrew Veal**

Electrical  
*Trevor Cottrell  
Electrical*

**Matt MacKenna**

Engineering  
*Trevaskis  
Engineering*

**Karli McLean**

Hairdressing  
*VAB Hairdressing*

**Samantha Booth**

Hospitality  
(Commercial Cookery)  
*Plunkett Fowles*

**Shaun Cuthbert**

Plumbing  
*GNS Gas &  
Plumbing*

On Monday 5 December more than 280 award winners, graduands, employers and guests celebrated the 2011 GOTAFE Apprentice Awards and Graduation (Benalla and Wangaratta Campuses) at the Wangaratta Performing Arts Centre (WPAC). A total of 39 awards were presented to the outstanding pre-apprentices and first, second, third and final year apprentices from GOTAFE's Automotive, Building, Electrical, Engineering, Hairdressing, Hospitality (Commercial Cookery) and Plumbing Centres.

In addition to the awards 118 students graduated from their respective apprenticeship courses. The 2011 GOTAFE Apprentice of the Year (Benalla and Wangaratta Campuses) award was won by Trevor Elliott from the Yarrowonga and Border Golf Club in Mulwala. The Apprentice Achievement Award winners were:

**Shaun Dainton**

Automotive  
*Shepparton  
Mowers*

**Damien Grundy**

Building  
*W. Parnall  
Constructions  
Pty Ltd*

**Adrian Box**

Electrical  
*Corsini Industrial  
Controls*

**Alex Miller**

Engineering  
*B&G Engineering*

**Jayde Sciberras**

Hairdressing  
*Tangled Up*

**Allana Hanley**

Hospitality  
(Commercial Cookery)  
*North East Health*

**Trevor Elliott**

Plumbing  
*Yarrowonga and  
Border Golf Club*

## AUTOMOTIVE Docker Street Redevelopment

GOTAFE's automotive facility at the Docker Street Campus in Wangaratta is set for a major facelift. The \$2.1m redevelopment is the result of Commonwealth Government funding provided to a consortium that includes the Wangaratta High School and GOTAFE under the Department of Education Employment and Workplace Relations' (DEEWR) Trade Training Centres in Schools Program, together with additional funding contributed by GOTAFE.

The project commenced in July, and will see a range of improvements to the current facility including; new open plan classrooms with smart boards, an additional learning area, a meeting room and office area, all with views overlooking the new workshop.

Plans for the re-development include an eye catching façade and a new entry providing panoramic views of the workshop. The workshop will undergo major changes, with all internal walls being removed to make one large flexible, learning space. A new paint and panel preparation booth will be built and water tanks installed to supply water for washing down cars.

Work is due to be completed in early 2012 in time for the start of the new training year.

## Kawasaki Donates Motorcycle

GOTAFE's motorcycle and outdoor power equipment apprentices benefited greatly from a generous donation by Kawasaki. Representatives from Kawasaki visited GOTAFE's Docker Street Campus in Wangaratta to officially hand over a brand new Vulcan 1700 Voyager motorcycle valued at \$26,000.

Donation of the motorcycle was the initiative of GOTAFE Automotive Trainer, Justin Dale, who contacted Kawasaki requesting equipment to improve training opportunities for GOTAFE's motorcycle and outdoor power equipment apprentices.

## New Truck for Heavy Training

GOTAFE has taken delivery of a current model, current specification prime mover. The prime mover will enable GOTAFE's heavy automotive apprentices to gain high level knowledge and practical skills above current industry standards. Students will have the opportunity to gain experience working with ABS brakes, auto shift transmission and stability control repairs, as well as electronic engine management diagnostics.

The prime mover is another positive step forward in developing GOTAFE's Automotive Centre of excellence.

## Toro and Honda

GOTAFE's outdoor power equipment apprentices will gain even better quality training following the generous donation of a brand new, ride-on, Toro lawn mower. The donation came through GOTAFE's membership of the Outdoor Power Equipment Association and will improve training opportunities for the local outdoor power equipment apprentices.

## BUILDING & PLUMBING

### GOTAFE Apprentice Best in North East Region

GOTAFE building apprentice Jeremy Cooke was announced as the Master Builders Association (MBA) Best Overall Apprentice for the North East Region at Raferty's Restaurant, Benalla on Wednesday 9 March 2011.

Jeremy is a fourth year apprentice who is employed by Bradley Mellington at Kazzadley Builders working at Neatline Transportable Homes in Shepparton. Jeremy completed the Certificate III in General Construction (Carpentry-Framework/Formwork/Finishing) at GOTAFE in 2010.

Jeremy was selected as the overall winner from nine categories across several trades. He went on to represent his region at the state awards held in Melbourne on Thursday 5 May 2011. There are seven regions represented at the state MBA awards.

GOTAFE Industry Trainer, Building and Construction, Russell Thorn says Jeremy was an outstanding student who applied himself to all aspects of learning.



## Robot Primary Schools Program

The Robotics program offered to local Primary Schools continued in 2011. Since the pilot program was introduced at Milawa Primary School in 2010, a number of primary schools have taken up the short program and the enthusiasm from students, teachers and parents has been terrific. The program establishes team work, trust, mechanical aptitude, computer programming and just a little sample of what GOTAFE offers.

A focus for GOTAFE staff in 2012 will be to broaden the scope of the robotics program undertaken in schools to be relevant for the wider community.

## National Carpenter's Day

GOTAFE celebrated National Carpenter's Day on Friday 8 April 2011, hosting barbeques at its Docker Street, Wangaratta and William Orr, Shepparton campuses.

National Carpenter's Day is sponsored by Wood Naturally Better and aims to raise awareness of the environmental advantages of wood as a building material and encourage the use of wood.

Events at both campuses were well received with local carpenters, builders and their apprentices enjoying the opportunity to get together and celebrate the contribution that carpenters make to the environment and community.

## Students donate toy box to pre-school

Two GOTAFE students from the Seymour Campus constructed and donated a toy box to the Pollard Street Pre-School as part of their Certificate II in Cabinet Making course. Beau Maggs and Cameron Basset were enrolled in the Pre-Apprenticeship course at GOTAFE's Seymour Campus and also undertook the Victorian Certificate of Applied Learning (VCAL).

The toy box project idea came from the Personal Development module of the VCAL which involves working in a team environment to complete a project that assists the community. The project is a modification of a blanket box, a project they completed while undertaking Cabinet Making.

Beau and Cameron initially spoke with the teachers and students at the pre-school, developed a brief and responded to the preschool's requirements. The end result was a toy box with wheels to enable teachers to easily move the box to the sand pit when required.

This project integrated the Certificate II and VCAL courses with great success.

## ELECTRO-TECHNOLOGY Automation Training

In partnership with Craig Anstey - Business Development Representative from NHP Electrical Engineering Products (Northern Victoria) and Rockwell Automation, GOTAFE ran a series of training events throughout 2011 at the Fryers Street, Shepparton Campus. This partnership allowed NHP to use GOTAFE facilities to showcase their new products and offer training to their clients, with the training also made available to GOTAFE staff and students.

## Solar Grid Connect Course

A partnership with the Gordon Institute of TAFE enabled GOTAFE to offer a Solar Grid Connect course for local Electrical Contractors at both the Fryers Street, Shepparton and Docker Street, Wangaratta Campuses in 2011. Successful completion of this course culminates in the granting of a Grid Connect Licence which is necessary to install and connect solar panels to the electricity grid.

## Language, Literacy & Numeracy Support

In 2011 Electrotechnology employed Jo O'Mahony as an Electrical Trainer to enable the embedding of Language, Literacy and Numeracy (LL&N) support in the delivery of VET programs. Jo utilises a specialist assessment tool, enabling teachers to follow up with targeted LL&N assistance.

## ENGINEERING Engineering in the evenings

Due to increased demand an additional evening welding class was introduced at the Fryers Street, Shepparton Campus. Classes were held three evenings per week for the majority of 2011. An evening welding class was also introduced at the Docker Street, Wangaratta Campus during second semester.

## State-of-the-art technology

Utilising funding from the Commonwealth Equipment Grant, a PlasmaCAM CNC robotic plasma cutting machine was ordered for the fabrication area. This machine utilises the latest technology in robotic cutting and will be incorporated into fabrication apprentice training for all year levels.

## HAIRDRESSING & BEAUTY

### More pathways, more career opportunities

Pathways in Hairdressing & Beauty now extend to Certificate IV level in both disciplines. A number of students who joined the inaugural groups at the start of 2010 progressed through the program pathways and will continue their study in 2012. The success of this program has been evident with many students gaining employment at a Certificate III level while completing their studies at a Certificate IV level.

### Industry engagement

In 2011 Hairdressing & Beauty continued to expand the range of program opportunities available to industry and the community. In order to establish the broader needs and requirements of the hairdressing and beauty sectors, GOTAFE staff created networking opportunities to liaise and engage key industry contacts within their professions.

### Facilities upgrade

GOTAFE facilities were further improved and upgraded throughout 2011 to enable a streamlined and professional space in which students enjoy their learning experience. Many clients, including internal staff have enjoyed the service of our students during salon days at all campus locations. Renovations were completed at hairdressing salons at both the Fryers Street, Shepparton Campus and Docker Street, Wangaratta Campus and included installation of an additional basin, overhead cabinets to house towels and display a range of professional hairdressing products. Beauty rooms at the Docker Street Wangaratta Campus and Fryers Street Shepparton Campus have undergone

cosmetic renovations. The works have resulted in the creation of facilities specially designed for clients to receive facials and massages, enabling GOTAFE staff to facilitate the delivery of the Certificate IV in Beauty. Additionally, the upgraded facilities enhance the customer experience and increase the opportunity for repeat business.

### Showcasing student skills

The skills of GOTAFE hairdressing and beauty students were showcased at several internal and external careers, community and fundraising events during 2011, including The Biggest Morning Tea, Mental Health Week, Shepparton Villages Staff Appreciation Day, Pink Ribbon Brunch, Elmore Field Days Agricultural fashion parade and many other careers events across the GOTAFE region. Students from levels Certificate II - IV in both hairdressing and beauty were able to participate in these events. These events provide an excellent opportunity for students to demonstrate and improve their skills. GOTAFE Hair & Beauty receives positive recognition of their students, teaching staff and range of courses available.

### Industry feedback sessions

To further increase the employability and experiences of both employers and students, Shepparton Hairdressing held an industry engagement session to gain feedback from employers of GOTAFE apprentices on the Institute's programs. The session commenced with a tour of the hairdressing facilities followed by presentations from the Commercial Manager, Hair & Beauty and Retail, Kate Storer, Trade Consultant Hair & Beauty, Wendy Bourke and sessional teacher, Steven Hill. The main focus of the industry night was for employers to discuss issues facing the industry and find out the ways in which GOTAFE can support local industry needs.

Feedback received was extremely positive, resulting in sessions scheduled for Hair & Beauty at both the Docker Street, Wangaratta Campus and Fryers Street, Shepparton Campus in 2012.

### Professional Development

As part of Hair and Beauty's continued focus on professional development, a number of staff attended industry related events, including The International Spa and Beauty Expo, The Pivot Point Symposium and the Hair Expo, all held in Sydney. These industry events create valuable learning experiences for the Hair & Beauty team. By enhancing their specialist knowledge and keeping up-to-date with the latest industry technologies and techniques GOTAFE staff can share their learnings with students. Many of the expos had hands on workshops that all staff participated in.

## HOSPITALITY & TOURISM

### Dookie Wine Show recognised

A stronger industry and cross sector partnership with the Dookie Wine Show lifted its profile to become a recognised State Wine Show. The Wine Show was able to gain the services of International Wine Judge, Lester Jesberg, who was the Chief Judge along with two regional winemakers, assisting as judges. GOTAFE Hospitality Department has been working in partnership to assist with the preparation of the judging of the wines and also the Presentation Dinner. Cookery, events and front of house students are all involved in the preparation of this event, forming the complete "hands-on experience" on a regional level.

## Stronger relationships with Border Clubs

A significant emphasis has been to develop strategic training relationships with the border clubs. The ability to attend to client needs more frequently has led to a stronger presence in the Murray River border clubs including Barham, Moama and Mulwala.

## Short Course Coordinator appointed

The role creation and appointment of a Short Course Coordinator who is able to respond to client needs in a quicker and more effective way has seen growth and market identification for the Responsible Service of Alcohol and Food Safety/Handlers courses. The focus has been based on interest from secondary colleges, sporting clubs and groups and the industry sector. The introduction of the coordinator position is consistent with GOTAFE's strategic goals and customer service focus for 2012 and beyond.

## Teller apprentice receives state nomination

John Marsden from Teller Collective received a state nomination for Apprentice of the Year. John's outstanding commitment to his trade has seen him purchase a share in the business and he is looking to continue training in 2012. Teller Collective achieved One Hat recognition from the Age Good Food Guide in 2011.

## GOTAFE represented at State Competition

Ten GOTAFE apprentices competed in the AusTAFE State Cooking Competition. These apprentices represented GOTAFE in each year level from the Certificate III in Hospitality (Commercial Cookery) course and travelled to Victoria University, Footscray to compete. The students' skills and experience were recognised with a number of bronze and a silver medal being awarded.

## Local culinary challenge reinstated

In 2011 the VET Murray River Culinary Challenge was reinstated for secondary students. Sixty students from eight regional schools represented the local area, with two students from Notre Dame College representing the GOTAFE Shepparton Campus who finished second in the final. This event provides opportunities for students to challenge their creativity and time management skills along with achieving hospitality industry standards.

## What's Cooking

GOTAFE delivered a ten week What's Cooking Good Looking cooking program for Wilmot Road Primary School students in Years 5 and 6. The outcome for this course was to educate and introduce primary school age children to healthy diets, correct food hygiene and food preparation. There was also a focus on cultural acceptance and family meal sharing. Specialist funding from the Department of Education enabled this course to be presented.

## Tourism Leadership Program

Goulburn River Valley Tourism hosted GOTAFE's first Tourism Industry Leadership Program in 2011 with 19 participants graduating from the six month program in June 2011. As part of this program GOTAFE offered Recognition of Prior Learning (RPL) for participants in order to gain the Diploma of Tourism, a nationally recognised qualification. This is the first time a tourism qualification has been delivered by GOTAFE.

John Marsden received a state nomination for Apprentice of the Year

Bianca Cucinotta



## Tourism Scholarship Winner Announced

Shepparton resident, Bianca Cucinotta, was announced as the inaugural recipient of Greater Shepparton City Council's Tourism/Events Scholarship. Greater Shepparton City Council Mayor, Cr Geoff Dobson, presented Bianca with a certificate commemorating her achievement. The Scholarship is a partnership between Council and GOTAFE to support the region's tourism industry by providing a local resident with the opportunity to enhance their tourism and events skills and achieve their study goals.

The scholarship was open to GOTAFE students who demonstrated commitment and enthusiasm for tourism, who had completed a Certificate III in Events and were intending to enrol in the Diploma of Events.

As the Scholarship winner, Bianca will undertake work placement with Greater Shepparton City Council's Events Department whilst completing a Diploma of Events at GOTAFE's Fryers Street Campus.

Bianca aims to become an event director working on large scale events and applied for the scholarship to gain the work experience and qualifications required to secure employment in the events industry.

## GOTAFE Masterclass Program

GOTAFE's Masterclass program is a long running initiative that provides students with the opportunity to gain knowledge and experience from passionate and acclaimed chefs and wine makers. To date GOTAFE students have had the opportunity to work with a broad range of renowned chefs including Guy Grossi, Stefano de Pieri, Patrizia Simone, Stephanie Alexander, Geoff Lindsay, Tony Tan and George Calombaris.

In 2011 the following Masterclasses were offered:

- » Eddie Basich from Flirtatious Food in Bendigo
- » Adam D'Sylva, celebrity Chef and owner of acclaimed Melbourne restaurant Coda
- » Hamish Nugent, Head Chef at Dinner Plains' Tsubo Bar and Restaurant
- » Philip Leong, is from Chilli Padi Mamak Kopitiam in Melbourne.

## RETAIL

The retail team at GOTAFE created a number of new training opportunities in 2011, expanding the program offerings from Certificate I through to Diploma. Many clients in the region are now able to achieve their professional potential in a retail career, particularly through the Recognition of Prior learning 'Get Recognised' Program (RPL). Long term devotees to their retail career including business owners, seized the opportunity to undertake RPL. Many participants enjoyed the training and were satisfied with the outcomes. The retail team have had a strong focus on perfecting the tools to enable this process to be thorough, maintain high quality standards and ensure a streamlined approach.

To attract young people considering their first employment opportunities, the retail team rolled out a 'Ready to Work' program. The program provided students with a one day workshop where they designed a CV, learnt how to search for a job and were taught necessary skills to use once in the workplace. The strong focus on this target market will be further advanced in 2012 through a partnership with Year 9 students at Wanganui Park Secondary College. Students will be offered an elective subject that will count towards Certificate I in Retail, as well as Safe Food Handling units undertaken over a semester with GOTAFE Retail and Hospitality staff. These innovative programs ensure young people are equipped for retail and hospitality employment in our area.

Customer service has again been a major focus within the retail area, particularly with a strong emphasis on supporting the local retail businesses and service providers to excel. The 'Customer Service Excellence' workshops have been very well received this year.

## TECHNICAL EDUCATION CENTRES (TECS)

GOTAFE's Technical Education Centres (TECs) had another successful year in 2011, with training activity at the Wangaratta TEC and Shepparton TEC continuing to exceed expectations with combined Vocational Education and Training (VET) enrolments of 685 students – 405 at Shepparton and 280 in Wangaratta.

The TECs provide a supportive and youth-friendly environment at the Institute. They operate in partnership with secondary schools and enable students to access the benefits of two worlds – TAFE and school – to complete six years of secondary school education. At the TECs, young people are taught by TAFE teachers with recent industry experience. Students undertake training in modern training facilities and have access to industry standard technology and equipment.

Students can also gain a competitive edge in seeking employment as a result of dedicated work skills preparation, structured work placement and assessment by teachers and employers of their employability skills. This not only complements but also extends their VET studies.

## Wangaratta TEC

After two years of operation in the purpose-built Wangaratta TEC facility, Vocational Education and Training in Schools (VETIS) qualifications at the Wangaratta TEC are now being accessed by students from Wangaratta High School, Galen Catholic College, Cathedral College, Beechworth Secondary College, Bright P-12 College, Yarrawonga Secondary College, Borinya Wangaratta Community Partnership and Edspace.



Importantly, the majority of students undertaking VETiS qualifications are students from Wangaratta High School, the foundation partner with GOTAFE in the establishment of the Wangaratta TEC. Wangaratta High School had 64 Year 10 students, 78 Year 11 students and 27 Year 12 students participating in the full-time program, resulting in 204 enrolments in VETiS qualifications.

TEC students have access to the wide range of workshops, classrooms and amenities at GOTAFE's Docker Street Campus, Barr Reserve sports complex and the Rural Industries Campus (RIC) Wangaratta in Tone Road.

The Wangaratta TEC provided VET courses in Animal Studies, Automotive, Building and Construction, Children's Services, Community Recreation, Community Services, Design Fundamentals, Electrotechnology, Engineering, Equine Industry, Hairdressing, Health Services Assistance, Horticulture, Hospitality (Kitchen Operations), Information Technology, Joinery, Plumbing and Retail Cosmetic Services.

The success of the Wangaratta TEC continues to be the opportunity for students to stay on at school while attaining a nationally recognised VET qualification. Full-time students at the Wangaratta TEC can study VCE in conjunction with VET or VCAL in conjunction with VET and have the opportunity to access two VET courses in Year 11 and continue with one or 2 VET courses in Year 12, in conjunction with core subjects of Literacy, Numeracy, Industry and Enterprise, Work Related Skills and Personal Development.

The Wangaratta TEC continued to provide programs to a further 204 Year 9 students from Wangaratta High School via TAFE Taster programs. In 2011, Year 9 students had the opportunity to participate in one semester length program chosen from Building Studies, Engineering Studies, Hair and Beauty, Hospitality, and Information Technology. This initiative continues to provide an opportunity for younger students to experience the TAFE environment and provides a pathway into future VET studies. Based on the 2011

experience the 2012 program will return to students undertaking two term length programs thus enabling them to taste two TAFE areas.

Over the four years of operation up until the end of 2010, students from the Wangaratta TEC have attained 61 Australian School-Based Apprenticeships (ASBA), 90 full time apprenticeships, 68 have continued into GOTAFE Pre-apprenticeship or other GOTAFE courses and 19 have continued studies at other TAFEs. So far for 2011, 31 students have attained an Australian School-Based Apprenticeships (ASBA), four full-time apprenticeships and three continued into other GOTAFE courses. In 2011, 52 Wangaratta TEC students completed their full VET certificate qualification in their chosen trade while remaining at school.

In 2011, the funding for VET in Schools (VETiS) enrolments at the TECs moved from a shared enrolment model to a fee for service model. Full-time students at the Wangaratta TEC for five days a week are enrolled full-time as a student of Wangaratta High School. Part-time students who attend the Wangaratta TEC and Shepparton TEC for one day per week are enrolled full time as a student at their home school. Late in 2010, GOTAFE and the Hume Region of the Department of Education and Early Childhood Development (DEECD) worked collaboratively to develop a new model for the partnership between schools and GOTAFE. Each school makes a fee for service payment to GOTAFE for participation of each student. The financial arrangements continue to be challenging as the amount of money a school can provide for participation of an individual student is less than the funded hour previously accessed when GOTAFE enrolled the student for the contact hours for their attendance for one day per week for the year.

The change in the funding model has resulted in increased class size to ensure the financial viability of courses and the cancelling of offered courses that previously would have been conducted.

Once again based on negotiation between the GOTAFE and the Hume Region of the Department of Education and Early Childhood Development (DEECD) an updated fee for service rate has been negotiated for 2012. This model will need reviewing during 2012 to ensure financial viability of VET in Schools course for 2013 and beyond.

## Shepparton TEC

The Shepparton TEC operates from the William Orr, Campus in Wanganui Road to provide industry-focussed programs to Year 11 and Year 12 students in Shepparton and surrounding districts (Cobram, Nathalia, Numurkah, Kyabram, Rushworth and Euroa). The programs at both campuses in Shepparton provide access to industry standard and state-of-the-art equipment and resources.

The local Shepparton schools - Shepparton High School, McGuire College, Mooroopna Secondary College and Wanganui Park Secondary College - along with 12 other government and non-government schools in the Goulburn Murray region are partners in the Shepparton TEC.

In 2011 the Shepparton TEC provided VET courses in Agriculture, Animal Studies, Automotive, Bricklaying, Building and Construction, Cabinet Making, CISCO Networking, Electrotechnology, Engineering, Equine Industry, Hairdressing, Horticulture, Hospitality (Kitchen Operations), Plumbing and Retail Cosmetics. In addition this year we commenced a new program, the Certificate III in Health Services Assistance and Allied Health Assistance, in partnership with Goulburn Valley Health in Shepparton, where the training occurs within the hospital setting.

Shepparton TEC apprenticeship outcomes have been outstanding over its four years of operation. Combined Apprenticeships and Australian School-Based Apprenticeships (ASBA) now number 187. There have been 161 full apprenticeships and 26 ASBAs amongst the young people who have attended the TEC for training.

In 2011 68 students completed their full Certificate II qualification in their chosen trade, remaining at school for the requisite two years to enable this.

# VOCATIONAL PATHWAYS

## Corrections Education Centres-Dhurringile & Beechworth

In 2011, GOTAFE was successful in tendering for the continued delivery of Education Services with Corrections Victoria, Department of Justice during 2012 and 2013 at the Beechworth Correctional Centre and Dhurringile Prison. The new contract includes additional services such as Vocational information, Language, Literacy and Numeracy assessments and new reporting requirements.

## Koorie Education Unit (KEU)

The Koorie Education Unit (KEU) has had a strong focus on providing a safe and welcoming place for students to engage in their chosen fields of study. The centre has delivered Koorie Specific Courses in Conservation and Land Management, Cultural Arts and Sport and Recreation. These courses have engaged students in Certificate I to IV, some of them for the first time in some years. In 2011 the Centre had an increase in Koorie and Torres Strait Islanders participating in mainstream courses, with several of these students graduating at the graduation ceremony. The Centre was able to provide these students with the same resources and assistance as students who are studying Koorie specific courses. Students have access to computers, staff assistance, meals, a study area, books and resources, uniforms and assistance with fees, where required.

The Grounds for Growth project was completed in 2011. This program combined the relevant theory with on-the-job training by dividing the student's weekly timetable into two parts; two days a week in the classroom and up to three days a week in the workplace. This project was co-ordinated by the KEU and partnered by Department of Education, Employment and Workplace relations (DEEWR) funding, RADDotcom, Rumbalara Football and Netball Club and Yorta Nations. The students worked

in the areas of fencing, weed control, seed collection, tree planting and cultural safety. The students were placed in work crews with Vic Roads, Broken Seed Bank, Greater Shepparton City Council, Goulburn Broken Catchment Management Authority (GBCMA), and Dookie Biolinks. These work crews are now working independently and have successful outcomes from the program.

Funding for the Weaving across Water in the Certificate II and III in Cultural Arts was completed in 2011. The funding provided students with the opportunity to learn the skills of weaving and showcased their unique skills at a national conference in Sydney, as well as at the Koorie Careers Expo. This project was delivered in conjunction with the Shepparton Gallery and Kaiela Gallery with Indigenous Coordination Centre (ICC) funding. Works of past students were exhibited through the Kaiela Gallery at the Royal Melbourne Show with prizes awarded at all levels. All students have continued with further study or further pursuing their art.

GOTAFE's partnership with The Academy of Sport Health and Education (ASHE) (continues to provide the opportunity for Indigenous people to undertake education and training within a trusted, culturally appropriate environment through their participation in sport. The students were engaged in several projects in 2011 while studying and all Certificate IV in Community Recreation students were able to undertake work placement through ASHE career development program. The Indigenous Youth Mobility Program (IYMP) was implemented for the seventh consecutive year. The program is a national DEEWR funded program enabling students from outside Shepparton to study and be housed in our local area. GOTAFE is the only Victorian site and continues to have a high level completion rate with these particular students.

In 2011 the students came from such destinations as Taree, Ceduna, Robinvale, Tatura, Katherine and Bendigo. The students are provided with a mentor and are encouraged to participate in sports and hobbies.

One of the IYMP and ASHE students, Mervyn Fernando, achieved great success in 2011 in being awarded GOTAFE's Shepparton Campus Outstanding Student of the Year and the Koorie Education Unit Centre Achievement Award. Mervyn was also successful at the state level winning the VAEI Indigenous Vocational Student/ Trainee of the Year Award - Creative & Leisure at the SpArt Training Awards in September. He was a finalist in the Victorian Training Awards in the Koorie Student of the Year and Vocational Student of the Year categories and was awarded the prestigious Rotary Club of Melbourne Training Award. Mervyn is now a role model for new students coming into the IYMP and ASHE programs.

The KEU was a finalist in the Wurreker State Training Awards, while Charles Atkinson, Koorie Education Officer/ Teacher was the winner of the Wurreker Trainer of the Year Award, presented in September. The award recognised Charles' work with the local community and engagement of young people in education. His work with special groups to provide customised training was also recognised.

On Friday 18 November the State Minister for Local Government and Minister for Aboriginal Affairs, Jeanette Powell MP, officially opened GOTAFE's Celebrating Indigenous Art and Culture Exhibition.

The Exhibition, which showcased the talents of young people and emerging artists from the local indigenous community, was then opened to the public.

The Exhibition was a display of student artwork produced throughout 2011 in GOTAFE's Certificate II and III in Aboriginal or Torres Strait Islander Cultural Arts courses and included prints, paintings, jewellery, sculpture, ceramics, fibre/textiles and digital stories. Some items of artwork were available for sale during the Exhibition.

## Learning Skills Unit

During 2011 the Learning Skills Unit continued delivery of the Victorian Certificate of Applied Learning (VCAL) across the four main campuses with an increased focus on engaging young persons. An increase of involvement across the region with youth agencies and job service providers has led to the strengthening of partnerships and the support of young people while undertaking studies. The students have contributed to community projects raising monies and increasing awareness for community groups such as the RSPCA (Cupcake Day), Cancer Council and local Country Fire Authority; as part of their Personal Development Skills Unit.

A successful day was held on Monday 12 September for all VCAL students across the Institute to be involved in Project Rokit. The day was organised in collaboration with Student Services and partially funded by the Victorian Rural Youth Services network, Youth affairs council of Victoria. 60 students travelled to the Benalla Campus and activities included students taking a new look at the issue of bullying/cyber bullying. Students reflected on past behaviour, examined social labels, the impact inaccurate judgement can have and looked at individual conflict resolution in a way that was positive and non-judgemental. The session was packed with games, real-life stories and a real focus on allowing students to learn by doing. After a BBQ lunch the students explored their own self, by looking at topics such as personal leadership, social justice and further exploration of the question, "How do you want to be remembered?" The last session in particular proved to be an extremely positive and non-judgemental topic of discussion that is strengths based as well as future orientated.

## Multicultural Education Centre (MEC)

The Multicultural Education Centre (MEC) delivers quality educational programs to meet the learning needs of clients from culturally and linguistically diverse (CALD) backgrounds, many of whom have recently arrived in Australia. Through its English language programs and related activities, the Centre plays a significant role in assisting clients to settle into the community and to take their place in Australian society. Individual educational assessment and pathway counselling provides a framework to guide clients in the development of their skills and to link them with appropriate further education and training at GOTAFE and other institutions. The Centre also delivers specialised workplace education and training programs which provide opportunities for workplace experience in selected vocational settings with a view to employment for its clients.

In 2011 nine MEC staff members successfully completed a post-graduate vocational qualification in Teaching English to Speakers of Other Languages (TESOL).

In line with the strong employment focus of MEC programs, a pilot project was delivered during Semester one to provide workplace education and experience for 11 students in preparation for possible employment as bi-lingual workers with various local service providers. The program provided students with an understanding of workplace English and employability skills, including résumé writing and effective communication in a bilingual setting. To complement classroom study, students attended supervised work placements at the offices of the Greater Shepparton City Council, including the Libraries in Shepparton and Mooroopna, as well as placements at Uniting Care Cutting Edge, Ethnic Council of Shepparton and District and GOTAFE. Following the work experience six students were selected and offered part-time casual employment as Bilingual Workers with GOTAFE to assist MEC staff in educational assessment and pathway counselling processes with clients from Arabic, Dari, Farsi, French and Swahili language backgrounds.

The MEC often works in partnership with other organisations to provide further educational and social activities for clients. These activities, whether formal or informal, complement classroom learning by providing clients with the opportunity to engage with a range of new people, to negotiate and exchange ideas and to increase their general and specific knowledge. They also provide opportunities for clients to strengthen their links to the general community.

In partnership with Centrelink, in 2011 the MEC conducted two information sessions relating to clients' rights and responsibilities. Interpreters were engaged for the main language groups present, allowing students to hear the presentation in their first language and to participate in the discussion that followed.

A session conducted by Life Saving Victoria promoted students' awareness of some of the dangers when enjoying recreational activities in or near open water and the need for safe practices. Students had the opportunity to practice some simple safety routines.

In first Semester MEC students visited the Shepparton Library to learn about the services it offers and a number of students took the opportunity to become members. Students also participated at the Library's official launch of new multicultural resources, purchased recently by the Greater Shepparton City Council.

Students participated in the celebration of Harmony Day at Kidstown, which attracted many people from the region. Ethnic groups showcased their cultural identity through a fashion show and food stalls.

Also at the GOTAFE Orientation Day celebration in February MEC students offered traditional henna hand decoration to willing patrons. Traditional halal and vegetarian food was provided and enjoyed by all.

# RURAL & MANUFACTURING INDUSTRIES (RAMI)

## AGRICULTURE

During 2011 the Agriculture Division within Rural and Manufacturing Industries (RAMI) developed key stakeholder relationships to enhance the delivery of GOTAFE training offerings. These relationships are the cornerstone to achieving employability and production outcomes for students, employees and employers within the agriculture industry.

### Agriculture established at Dookie Campus

Establishing a base at the Melbourne University Dookie Campus has enabled GOTAFE to offer agricultural programs at this location. In conjunction with Dookie Campus staff and third year agriculture students, GOTAFE offered farmers and students from around the region training in Wool Classing, Shearer Training, Rotational Grazing, Beef Herd Health, Livestock Marketing, Soil Health, Lamb Finishing, Farm Skills Training and an Agriculture Industry Overview.

These programs strongly complimented students' higher education study and enabled them to gain qualifications within the Vocational Educational and Training (VET) sector. The end result is a cohort of students with highly developed employability skills and a strong commitment to working within and improving the agriculture sector.

### Farmers get results from hands-on training

Farming short courses with a good balance between theory and practice undertaken at Dookie Campus proved to be a winner for GOTAFE in 2011.

The diversity of agricultural short courses offered increased, with a strong focus on improving farm profitability. Instead of delivery taking place in classrooms, the courses were held on farming locations where students could apply the skills learnt to increase profitability and improve employability skills.

The Top Fodder course, offered in association with the Department of Primary Industries (DPI), held at Myrtleford was a notable example of a valuable partnership that offered practical skills applicable to real life farming situations. Participant feedback improved fodder production on their farms since implementation of the course strategies.

### Farm Skills Training

The Agriculture Division once again attracted a variety of course participants with hundreds of producers, employees and students from across the North East undertaking the training. The Farm Skills Training courses included Farm Chemical User and Refresher training, and training in chainsaw use, ATVs, fencing, tractor use as well as Occupational Health and Safety (OHS) training.

### Back to school; beef school that is

In partnership with Melbourne University and the DPI, GOTAFE provided local beef producers with the opportunity to participate in the inaugural Beef School held at the Melbourne University Dookie Campus.

Held in October, the Beef School provided participants with valuable insights into managing efficient and highly profitable beef enterprises. Participants were able to talk with technical experts from across Australia and receive specialist advice. Participants were able to choose from a number of concurrent sessions on topics relevant to their business.

The event proved to be a valuable opportunity to promote the range of GOTAFE training courses in the agriculture area.

## Agricultural traineeship numbers increase across the state

The development of a strong relationship between GOTAFE and the DPI's Pig and Research Division produced an increase in Agricultural Traineeships undertaken across the state. Collaborations between staff at Valley Park in Seymour and GOTAFE also produced improved offerings for training qualifications at Certificate III and IV level.

## Skills Recognition Program

The Skills Recognition program was again very successful, particularly at a Diploma level with Skill Recognition assessors working with agriculture producers to have their relevant field experience formalised into a qualification.

## Community Engagement

GOTAFE staff capitalised on a number of opportunities to promote course offerings in the agriculture sector by attending field days and capitalising on the sponsorship of key events. Staff presence at these events also demonstrated GOTAFE's support of the agriculture sector and the importance of adopting training to improve industry sector outcomes.

## Promoting agriculture as a career pathway

Working extensively with local schools, GOTAFE agriculture staff achieved significant results in the promotion of agriculture as a positive career pathway. One notable example is the participation of over 20 students from Mansfield Secondary College in the Farm Skills Development Program offered during school holidays.

## ANIMAL SCIENCES School based trainee Australia's best

Assumption College secondary school and GOTAFE animal sciences student Jessica Pendlebury won both the Australian and Victorian Training Awards School Based Apprentice of the Year award for her outstanding achievement in the GOTAFE Certificate IV in Veterinary Nursing course.

Jessica is the first person to undertake the Certificate IV in Veterinary Nursing as a school based traineeship, combining VCE with work at the Northern Veterinary Group in Kilmore, where in addition to her veterinary nursing duties, she is also responsible for the puppy pre-school training.

## Open Day proves popular with public

More than 200 people attended the GOTAFE Open Day at the Rural Industries Campus (RIC) on Sunday 12 September. The Open Day offered information on courses available at the Rural Industries Campus, ranging from Agriculture, Equine, Horticulture, Animal Studies and Conservation and Land Management. Students from the Diploma of Equine Performance Management organised the day as part of their course requirements.

## FOOD INDUSTRY CENTRE

The Food Industry Centre (FIC) provided significant programs to the broad food industry in 2011. Principal among these was the commencement of a comprehensive training program for Sugar Australia (Yarraville). This program involved 47 Certificate III in Food Processing Trainees across all production areas. This training will continue on-site into 2012 and beyond. The program has been delivered on-site at Yarraville to production workers by FIC staff from the Werribee and Shepparton campuses. Delivery of the training has involved the development of a comprehensive training model and highly customised learning resources through the strong involvement of production managers, supervisors and training staff. Workers undertaking training were engaged both at their work stations for competence and in the on-site training room for underpinning knowledge.

The FIC provided two Retort Supervisors Courses run on campus at Shepparton, utilising the new retort system in a week long residential program.

## HORTICULTURE

Through open communications and strong relationships formed with the local fruit industry, GOTAFE Horticulture developed program offerings relevant to their specific needs.

### Support for the local fruit industry

In collaboration with Fruit Growers Victoria (FGV), GOTAFE developed a Diploma of Production Horticulture, run as a series of short courses to the local fruit industry. The following programs were included in the Diploma as they were highlighted as areas of critical need within the industry: Marketing, Soils and Plant Nutrition, Business Development, Integrated Pest Management (IPM) and Staff Management.

The first program in the series, 'Soils and Plant Nutrition' was conducted during September and October 2011 with substantial industry engagement and support. The workshops will be conducted on a seasonal basis to suit the local industry.

### Farm Chemical Refreshers revamped for the local fruit industry

Significant changes implemented by GOTAFE to the Farm Chemical Refresher Program offered in the Shepparton region have increased the relevancy of the Chemical Certificate Compliance Program for the local fruit industry.

The program has been restructured to incorporate wetting and spray penetration patterns, row volume calculations, set-up and calibration of air blast sprayers, variations in varietal canopies and the selection of appropriate nozzles for droplet size optimisation. GOTAFE received overwhelming response from participants who have witnessed the direct benefits to their businesses and the environment through more effective chemical use.

### International Greenhouse Expert

International Production Horticulture expert, Ben Van Onna from The Netherlands, was in Shepparton in June to deliver a workshop on greenhouse technical management organised by GOTAFE. Mr Van Onna assisted GOTAFE trainer Leigh Taig in presenting the specialised training program for people working in greenhouse and hydroponic businesses.

Mr Van Onna has more than 18 years experience as an advisor and trainer for the protected cropping industry. Course participants travelled from within Victoria and interstate to gain valuable insights from Mr Van Onna, who was in Australia as a keynote speaker at the Protected Cropping Australia (PCA) biennial conference held in Adelaide.

### My Backyard Rules & Shepparton Garden Expo

During October, GOTAFE staff and students participated in the 'My Backyard Rules' Sustainability Expo at Wangaratta and the Shepparton Garden Expo in Shepparton.

The My Backyard Rules Sustainability Expo held at the Rural Industries Campus (RIC) Wangaratta was attended by more than 350 people who came to learn more about sustainability in the home and the home garden. Exhibitors ranged from electrical suppliers to a demonstration of a 'no dig garden' as well as government representation from the DPI providing information on fruit fly management.

Over 4,000 people who attended the Shepparton Garden Expo had the opportunity to see a purpose built kitchen garden created by GOTAFE landscaping students. The students were assisted by the GOTAFE Building and Plumbing Department who supplied the chook house for the on-site display.

The kitchen garden was on display for the two days of the expo and was exceptionally well received, winning the Best Exhibitor Award and also receiving a number of offers to purchase the unique display.

### Transport & Logistics

The Victorian Transport Association (VTA) announced the launch of the VTA Logistics Cadetship commencing in 2012 in partnership with GOTAFE. The VTA Logistics Cadetship extends and commercialises the cadetship pilot program which has been running in Victoria for the past few years.

Following employer feedback on the pilot's success factors, the VTA is partnering with GOTAFE in Shepparton and Victoria University in Melbourne to deliver a refined program that will build the skills and qualifications of future leaders in business and the transport and logistics industry generally.

VTA Logistics Cadets graduate after the first year with a Certificate IV in Logistics and after the second year with a Diploma of Logistics from GOTAFE which is recognised nationally.



# NATIONAL CENTRE FOR DAIRY EDUCATION AUSTRALIA (NCDEA)

## NCDEA Dairy Farming

During 2011, the National Centre for Dairy Education Australia (NCDEA) farming group increased its activity across Victoria to 430,000 Government-funded student contact hours (SCH). An additional 70,000 SCHs were delivered under Fee for Service (FFS) activity.

As part of its responsibility to manage the resources on behalf of its alliance partners across Australia, the farming group continues to upgrade the resources to support training and assessment nationally. Significant work is being undertaken to facilitate a smooth transition from the current training package into the soon to be implemented new training package. A review of the resources has also been conducted in consultation with industry and will reflect the new Australian Skills Quality Authority (ASQA) requirements.

## Online Learning

In 2011 several online learning and assessment products were developed and trialled:

- » E induction product was developed and piloted to cover the basic dairy farming skills. E learning units of competency were developed for eight units of the NCDEA Certificate II in Agriculture. Topics were: Milk Livestock, On Farm Safety, Working Effectively in the Dairy Industry, Communication, Safe Chemical Use and Safe Tractor and Bike Riding
- » Staff Management induction product for employers
- » Staff Management performance development product for employers
- » A best practice guide for e learning in dairy farming workplaces
- » Several targeted dairy industry webinars were conducted to publicise the use of e learning as a learning and development solution for the dairy industry.

## Developing Dairy Leaders

The Developing Dairy Leaders program was successfully piloted with 17 participants, aged between 18 and 30 from throughout Australia. The pilot program is at the second tier level, which addresses the requirements of state dairy leadership and had a focus of the development of policy and advocacy skills. The project partners were Department of Agriculture, Fisheries and Forestry (DAFF) and Dairy Australia (DA) who provided funding and Australian Dairy Farmers (ADF)

## Study Tours

NCDEA apprentices participated in the Gardiner Foundation/United Dairy Farmers of Victoria (UDV) Study Tour to New Zealand, which combines an accredited unit of study from the Certificate IV in Rural Business Management. Participants were accompanied by representatives from the UDV, Gardiner Foundation and the NCDEA, with the tour focussed on the developing dairy areas within New Zealand.

In conjunction with GippsDairy, the NCDEA was involved in conducting a very successful Don Campbell Memorial Study Tour of Tasmania in February. The tour focused on both personal and professional development of young farmers and their leadership and communication skills.

## Youth Camp

Strong industry support was evident at the 2011 All Dairy Breeds Youth Camp, held at the Royal Melbourne Showgrounds, with 35 participants from Australia and New Zealand taking part. Many new sponsors demonstrated interest in involvement with the increase of the camp's profile. It was a great showcase of dairy youth, and the publicity associated with the camp was significant. Many of the participants continued on to International Dairy Week with newfound enthusiasm and skills.

## Northern Victoria

It was a highly successful year for NCDEA Northern Victoria, with strong progress made in a number of areas.

The partnership with Murray Dairy and DPI continued to strengthen throughout 2011. A number of discussion sessions were organised with industry to improve already established partnerships and their effectiveness in minimising duplication of our services. The relationships with Murray Dairy and DPI are further enhanced through GOTAFE sharing an office at DPI Tatura. The NCDEA has also been actively involved in the Regional Education and Extension Committee which guides the direction taken by NCDEA Northern Victoria.

In December the NCDEA Northern Victorian Graduation was incorporated in the region's major annual conference, the Murray Dairy Business Forum held at Moama. Approximately 60 students graduated at this prestigious affair.

After ten difficult years of drought experienced throughout the region, Victoria, and especially the North West was affected by major flooding during the latter part of 2010. NCDEA Northern Victoria took an active role in planning a unified response to assisting with the recovery process. Using the information received from the Flood Response Committee and

through attending local discussion group meetings a 'Taking Stock, Taking Action' program was initiated, requiring farmers to objectively assess their future needs along with other training programs.

A concerted effort has been made to have programs delivered across a broader geographic area and to focus on the needs of individual farming businesses. This approach has been well received by the people involved and will be continued into 2012.

During 2011 the NCDEA continued to maintain a strong base of trainees with a further 16 students graduating. The NCDEA hopes to expand these numbers in 2012.

There was a large focus on further developing the capability of the NCDEA team. This received strong outcomes with a number of staff actively participating in a range of professional development activities. A notable example was NCDEA Industry Trainer Ian Carkeek's participation in the 2011 Fairley Leadership Program.

## Gippsland

In February 2011 the NCDEA Gippsland farming team relocated to new facilities at its Warragul and Leongatha Campuses. These two moves have significantly increased the opportunity for 'walk-in' engagement in both the Leongatha and Warragul locations.

The NCDEA Gippsland team currently hold positions on the board of both the Baw Baw Latrobe Local Learning and Employment Network (LLEN) and the South Gippsland Bass Coast LLEN. The team also hold membership roles in the VET clusters of both West and South Gippsland. Working closely with these groups has seen significant growth from 18 students to 30 students in the Certificate II in Agriculture program across both campuses. Similar growth is expected in 2012.

This year 65 graduands were presented with 82 Certificates at the NCDEA Gippsland Graduation, held for the first

time at Lardner Park Function Centre. Approximately 140 guests from across the Gippsland dairy farming industry were in attendance. Guest speakers included Mr Paul Ford, CEO of the Geoffrey Gardiner Dairy Foundation, and Mr Ian Halliday, Managing Director of Dairy Australia.

Members of NCDEA Gippsland have worked with GippsDairy to redesign the 'GippsDairy Don Campbell Memorial Study Tour' to better align the program to the needs of the diverse participating learner groups. The redesign was deemed a success by all study tour participants.

The NCDEA Gippsland team hosted agricultural information sessions at the 2011 Gippsland Job Skills Expo which included over 2,500 Year nine students from across Gippsland's secondary schools.

NCDEA Gippsland will continue with the long term commitment to engagement with schools across the region by offering five Taste of Agriculture days. Approximately 200 students and teachers from across Gippsland participated in the awareness program in 2011. The program will be modified for 2012 to further build the Certificate II and IV programs in 2013, with a renewed focus intended for years seven to nine and years 10 - 12.

2011 has seen a strong focus on recruitment of students. A key component of this recruitment strategy has been recognition of candidates' skills matched against the industry's Dairy Farm Career Pathway. It is expected that in 2012 this will translate into significant growth of students undertaking training at Certificate IV and Diploma level.

NCDEA Gippsland student, Tom Mills (Certificate IV in Agriculture, NCDEA Leongatha), was awarded the United Dairy Farmers of Victoria (UDV) Victorian Farmers' Federation/Elders Insurance Dairy Apprentice of the Year award in May, at the UDV Annual Meeting and Conference, held at the Moama Bowls Club in Moama.



## Western Victoria

The NCDEA Western Victoria Graduation was held on Thursday 7 April as part of the Great South West Dairy Awards. This is the premier industry function for the dairy community in Western Victoria with close to 300 attending forty-one graduands were presented to industry.

WestVic Dairy has been successful in encouraging young people into the dairy industry through Career Days (Colac, Cobden and Mortlake) and the School Dairy Taster Program. Increased numbers in School Based Apprentices and heightened interest from the Warrnambool and Colac catchments has also been achieved.

Through strong relationships and training partnerships with large corporate farming enterprises it has been recognised that significant development of tailored products under the industry banner has occurred. These emerging businesses have quite specific needs and present particular opportunities.

Promoting the dairy industry as a career opportunity was a continuing focus in 2011. Ongoing support from industry enabled the In2Dairy participants to continue their education and training. The majority of students completed their Traineeships and 70 per cent of trainees have undertaken further study in either Certificate III or IV in Agriculture (Dairy) Traineeships.

In August, Demo Dairy allocated 'Paddock 28' at Terang to the NCDEA, so students could apply their training in development and maintenance to an actual paddock. New dairy entrants use 'Paddock 28' to plan a fodder program. This is an opportunity for students to put their ideas and learning into practice.

A record number of Certificate III in Agriculture learners engaging with the NCDEA Western Region also occurred in 2011. The cohort comprised mixed age trainees and short course participants, with the majority completing their qualifications going onto Certificate IV in 2012.

## NCDEA Dairy Processing

### Manufacturing division demonstrates increased delivery

The National Centre for Dairy Education Australia (NCDEA) manufacturing division increased delivery to reflect growing demand from the dairy processing industry. This increase represents ongoing expansion in both award and fee-for-service activity since the establishment of the NCDEA in 2006. Industry feedback continues to signify the positive and real impact of NCDEA programs on workforce development and productivity.

### Strong return on training investment for industry

The success of key NCDEA dairy processing programs continued in 2011. The Certificate IV and Diploma in Food Science and Technology (Dairy) demonstrated significant return for industry on training investment through the implementation of workplace improvements in the areas of cost savings, quality, efficiency and sustainability. Online and multimedia resource development continued as a key focus in 2011, with implementation of the new Learning Management System (LMS) platform 'Moodle' for all Diploma students.

### Specialist programs delivered on-site

High level specialist programs were delivered at factory sites by GOTAFE academics and industry experts. Programs included spray drying, dairy technology, cheese, cultured products, fermented products and membrane technology. Outstanding success was achieved through the NCDEA customised delivery of dairy company programs for non-technical people.

### Customer focussed workplace solutions

The NCDEA Processing (Enterprise Programs) enjoyed considerable success in providing customer-focused programs designed to provide workplace improvement solutions to the dairy and food processing industry. In this

activity, the NCDEA achieved over 370 student enrolments into short courses and nationally recognised qualifications. In 2011, GOTAFE formally recognised 80 graduands, achieving an increase of 25 per cent compared to 2010.

Amongst these programs, significant achievements included other programs such as OHS and manual handling training for all production employees at Lion Morwell, programs for Fonterra Australia (Echuca and Wagga Wagga sites), Longwarry Food Park, Turi Foods, Brancourts and Fresh Cheese Co.

The value of staff of the NCDEA and FIC were recognised through ongoing development and vocational expertise development. Both industry trainer Maria Pellegrino (patisserie) and NCDEA senior educator Bronwyn Turton (dairy processing) undertook ISS Fellowship Scholarships to study specialist industry issues. Bronwyn's study tour of the US and Canada was focused on probiotic dairy products and dairy education provision. Maria focused on specialist patisserie skills in the USA. Michael Robinson (dairy processing) completed a three-year Master of Education program at Monash University.

The 2011 NCDEA Awards Day was held at the Kooyong Lawn Tennis Club in February. This most successful Graduation day offered graduands (and their families) from Certificate II through to Diploma the official recognition of their studies and skills. Over 20 graduates were conferred with their Certificates IV and Diplomas of Food Science and Technology by Mr Robin Johnson (formerly National Manager of Fonterra Australia) following his key note address. Mr Ian Halliday (Managing Director, Dairy Australia) presented the Dairy Australia address, followed by the Dairy Australia Education Excellence Award to Carmel Hall of National Foods (Lion). Mr John Weichert, General Manager NCDEA presented Certificates II and III in Food Processing.



# NATIONAL CENTRE FOR EQUINE EDUCATION (NCEE)

The National Centre for Equine Education (NCEE) is a centre for excellence established by GOTAFE to provide specialised delivery of education and training across the following equine sectors - horse racing, breeding, performance and equine health.

## Enrolments

The NCEE offers specialist training to support learning in the equine work place through workplace traineeships, online delivery, workshops and a small amount of on campus delivery to support horse breeding and performance for pre-vocational students. In 2011 NCEE enrolments have again been consistent, with marked increase only in the racing area due to the introduction of minimum standards of training, known as mandatory training.

In 2011 the NCEE offered Vocational Education and Training (VET) to a total of 979 students; 747 of these enrolments were involved in training for the horse racing industry through mandatory training initiatives of the Victorian and Tasmanian racing industries. The remainder of enrolments were from a range of programs; 112 in Vocational Education and Training in Schools (VETiS) programs (largely performance industry), 16 equine nurses, 46 in performance management and 58 in horse breeding courses.

## Racing Partnerships

In 2011 the NCEE racing team worked tirelessly to support the Victorian and Tasmanian racing industries to implement minimum standards of training known as mandatory training. The team are to be congratulated on providing efficient and professional service to their industry. The NCEE became a preferred provider for training with Tasmanian Racing and provided skills recognition through a Productivity Places Program (PPP) funded program to enable all race horse trainers in Tasmania to gain a minimum racing qualification, a Certificate III in Racing (Advanced Stablehand). A career path now exists for this industry to up skill to Certificate IV and Diploma of Racing qualifications. The NCEE has commenced the first traineeship delivery in Tasmania and expect more traineeship delivery in 2012 as the industry embraces on-the-job training.

The NCEE maintained its vital relationship with Racing Victoria Limited (RVL) as a preferred provider and assisted 445 stablehands in Victoria to meet the mandatory training requirements by August 1st 2011, 84 per cent of which were provided with funding to assist them meet the RVL requirements. Racing has been the key delivery area for the NCEE during 2011 but as mandatory training is now implemented in Victoria it is not expected that the large numbers of skills recognition seen in 2011 will be sustained into 2012.

It is expected that future demand for racing training will be driven by traineeships and pre-vocational training designed to assist people looking to transition into the industry and undertake the mandatory training requirements and gain skills recognition, as well as gap training for those wishing to pursue racing manager and trainer assistant career pathways. We expect to continue to work closely with the peak industry bodies of RVL and TAS Racing in 2012 and to assist other states as they roll out the introduction of mandatory training.

## Vocational Education and Training in Schools (VETiS)

In 2011 Vocational Education and Training in Schools (VETiS) continued to be a significant program to promote the NCEE and the equine industry to secondary school students.

For the first time practical delivery was provided on-campus during school holidays. This was a significant change for continuing students and for the Institute's long standing school partnerships. The flexible delivery had significant benefits for student learning, students were able to undertake the program and attend regional practical sessions. Frequently, students who selected to study equine chose it as a sixth or seventh VCE subject, causing a fully loaded school timetable. The new structure reduces the interruption to other Victorian Certificate of Education (VCE) classes.

The new NCEE model enables students to maintain high levels of participation at school and complete the requirements of the NCEE course. Additional benefits of residential practical delivery include networking with other students and NCEE staff, developing industry relevant skills and contacts and promotion of career paths for future study.

GOTAFE had 114 students studying a VETiS program, generating an income of \$154,000 and supported by 1.6 Employed Fulltime (EFT) staff. In 2012 GOTAFE hopes to offer an online equine industry program to adult learners under profile funding. The online program will enable NCEE to sustain VETiS delivery by utilising existing resources and will further assist staff to develop new business opportunities.

## Short Courses Providing Pathways

Block delivery models of short courses that can build towards a qualification will allow greater uptake of training and support students wishing to remain within their communities whilst training. The new delivery model will also enable greater participation of industry experts in the training and hosting of students during practical placement. This model allows students to transition to a traineeship model which supports the industry's need for staff whilst creating on-the-job learning and a wage for students.

Short courses in Nutrition, Equine Behaviour, Advanced Photonic Therapy, Sustainable Grazing, Hoof Care, Equine Artificial Insemination and the inaugural Horse Breaking short course were again offered in 2011. The on-campus delivery utilised industry experts to enhance the training and included Dr John Kohnke (Nutrition), Martin Connell (Hygaine Nutritionist), Associate Professor Alan Davie (Exercise physiology), Jonathan Crowley (Stallion Handler, Coolmore), Blanche Pool (Stud Master Concorde Park, AI Technician), Sean Hearnmann (Equine Dentist), Dr Christine Gee (Acupuncturist), Pam Martin (Photonic Therapy), Sue Parker (Equine Body Therapist), and Stallion Nominations staff from Eliza Park, Darley and Swettenham Studs.

## Awards

In December students from the NCEE celebrated their achievements at the Annual Awards and Graduation Dinner at the Oaks Room, Wangaratta Turf Club, Wangaratta. GOTAFE was fortunate in having Mr Mike Becker, thoroughbred industry expert and former president of the Australian Thoroughbred Breeders Association as the guest speaker.

Students, family, friends, staff and industry representatives from across Australia attended the dinner where the following awards were presented:

- » Widden Great Start Scholarship – Ellen Hyde, Brooke Johnston
- » Wakeful Club Certificate III Agriculture (Horse Breeding) Scholarship - Stacey Montgomery
- » Buckland Saddleworld Outstanding Certificate II Equine Industry VETiS Student - Sarah Milne
- » Racing Victoria Limited (RVL) Outstanding Racing Student - Brooke Sweeney
- » Lindsay Park Centre Achievement Award - Mathew Kiely

## Sponsorships

The NCEE was a proud sponsor of the following activities in 2011:

- » Wangaratta Turf Club Strapper's Prize
- » Dederang Race Club Strapper's Prize
- » GV Reigning Club Championships
- » Euroa Showjumping Classic
- » Wangaratta Turf Club

In 2011 the NCEE Racing Department continued its initiative to promote its services and to pay homage to the hard working stable-hands in the industry. At every Wangaratta Race meeting a strappers prize of \$100 is given to the best presented horse in the main race of the day. The prize is awarded at 10 race meetings during the year with the winners also receiving an Outstanding Achievement Certificate. Certificate winners were featured on the NCEE and Wangaratta Turf Club website and in the Winning Post Newspaper.

# STUDENT SERVICES

The GOTAFE Student Services Unit runs five main programs that provide professional, responsive and effective counselling and welfare and support services to students to enhance their potential for success. These programs are Counselling, Youth Pathways, Welfare Support, Careers and Disability Services.

2011 has provided many challenges and innovative interventions to meet the needs of our more complicated student body.

## Counselling Services

The Institute's Counselling Services have been providing a flexible, professional, clinical counselling service (individual and group), advocacy, resourcing, networking and the training and skill development of Institute staff and students, particularly in areas of inclusiveness, resilience and social and emotional wellbeing. Numerous high need students have required additional support with issues affecting their resilience and attendance to their education. Issues include mental and physical health, financial hardship, relationship and family issues, peer group issues, communication and understanding of the personal within the professional, suicidal thoughts, grief and loss and many others.

More than 388 clients with over 3,000 contacts have benefited from the professional support offered by GOTAFE Student Counsellors and the majority have been able to continue in their courses and gain their qualification.

All counselling staff have maintained their professional association memberships and participated in regular clinical supervision and skill development, keeping pace with this field of knowledge.

## Welfare Support Services

The Welfare Support Officers continued to develop their engagement and retention strategies, such as the Life Skills Program and Coaching Young People for Success, with the goal of increasing resilience and participation by these and other vulnerable students.

The Welfare Support Staff across the campuses provided case management services for 119 Youth Engagement Program students and general welfare support for a further 479 students with in excess of 4,000 contacts ranging from financial and fee issues to more general information as well as referral and support on a regular basis to promote positive outcomes for those students 'at risk'.

## Disability Services

Disability Liaison Services experienced a substantial increase in the support needs disclosed from students with disability in 2011 allowing them to access their chosen course and career path. In 2011 the program provided over 5,929 hours of participation assistance to students and over 917 hours of out of class support in the form of tutoring support.

The total amount of students who accessed the specialist knowledge of the disability support service was a total of 1,442 first contacts with the Disability Liaison Services, with 342 students accessing disability support funding.

To meet the demand and needs of students who have a disability, Student Services has been able to appoint an additional 0.6 time fraction position of a Disability Liaison Officer (DLO), taking the total to 1.20 time fraction for two DLOs across the four major campuses. As well, a time fraction of 0.4 taken up by the Disability Liaison Coordinator (DLC) also provides support across campuses as Team Leader for Student Services.

### **Making Links Mentoring Program**

In 2011 GOTAFE was a major sponsor of the Making Links Mentoring Program, which assists young people aged 15-25 years who have a disability and are at risk of disengagement, to explore options for work, education, recreation and community activities. GOTAFE and the Making Links Program have developed a symbiotic relationship with the referral from the program to GOTAFE of students with disability and GOTAFE referring to the program for those students who can benefit from the mentoring of others in order to set educational and life goals.

representatives along with the Greater Shepparton City Council Mayor and other dignitaries had the pleasure of congratulating 19 graduates from the program at a graduation ceremony held at the Connections Café on the Causeway in Shepparton. GOTAFE looks forward to this program running again next year.

## Training for Disability Support Workers

The Disability Support Program has had the opportunity to provide professional development on note-taking for students with a particular focus on students who are hearing impaired. This training was in partnership with the Centre of Excellence for hearing impaired students from metropolitan Melbourne. The training was also put out to other training organisations including the secondary school system and was supported and hosted by GOTAFE.

## Career Services

Career Services provides career support and counselling and develops supportive work-readiness activities and programs for students, as well as enrolment support for potential or disengaged students and a strong referral and supportive relationship with the other Student Service programs such as Counselling, Disability, Youth Pathways and general Welfare Support Programs. The Career Service is seen as part of a clinical service delivery with a welfare ethos behind the customer service approach, targeting equity groups such as youth, disability, mature return to study, Koorie, Culturally Linguistically Diverse (CALD) members of the community and retrenched workers, as identified by Skills Victoria.

The GOTAFE Careers Service is now in its second year of service delivery. The service now employs one o.8 Careers Support Officer who provides services

to Wangaratta and Benalla, as well as a full time Careers Counsellor for Shepparton and Seymour Campuses. This fast growing service received recognition through the promotion of our Career Counsellor to Coordinator of the Career Services program across the Institute ensuring continuity and vision for the future career needs of GOTAFE Students.

A project priority for 2011 was the development and implementation of a 'Work Readiness' program offered to all pre-apprenticeship students at the major campuses.

The program involved assisting students to investigate career options, employability skills, developing resumes and cover letters and interview techniques and ended with students participating in a mock interview. The program was well received by participating students, teachers and interviewers.

The Careers Service was also involved in many other external career programs and career expos including, youth specific careers expos, presentations to various secondary students and Shepparton English Language School, Making Links Mentoring Program, SPC Ardmona information sessions for redundant workers and provision of careers programs for long term unemployed.

The GOTAFE Careers Service received state-wide recognition in 2011 when Jess Croft - Careers Counsellor, was a finalist in the Victorian Training Awards - VET Client Service/Support Excellence Award Category held at the Crown Palladium in September.

All in all a very successful and busy year for all five programs in the Student Services Unit with 3,572 clients supported and the majority of these retained in GOTAFE to pursue their goals in attaining knowledge, skills, personal growth and qualifications.

**Number of clients provided with career support by campus 2011**

### BENALLA

114

### SEYMOUR

38

### SHEPPARTON

662

### WANGARATTA

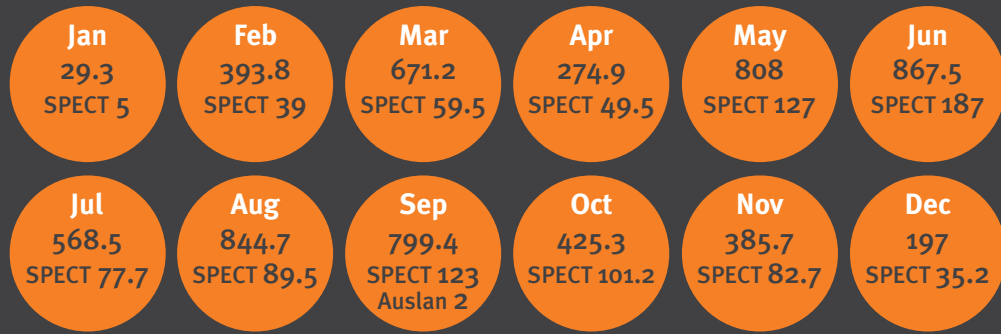
330

### TOTAL

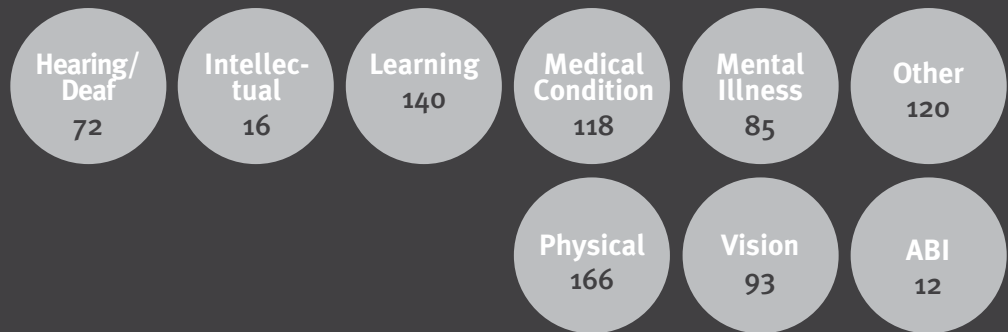
1144

## Hours per month funding Disability Support Workers

(Please note SPECT stands for Sign Language Interpreter and Special Tutoring)



## Nature of Disability Disclosures



## Disability Services Program



	Shepparton Campus	Seymour Campus	Wangaratta Campus	Benalla Campus	Total
Careers Counselling	662	38	330	114	1144
Over 24s	312	32	149	60	553
Under 24s	350	6	181	54	591
Pre Apprentice Work Readiness Program	72	12	121		205
Career Voyager	61		30	5	96
Coaching for Success	55		10	5	70
Mock Interviews	92	21	52		165
Pathway Planning Interviews	40		15	2	57

# QUALITY EDUCATION

## EDS Objectives, Priorities and Outcomes

Educational Development Services (EDS) is a corporate support centre within the Institute dedicated to providing a range of support services to teaching staff to enhance teaching capability and the quality of education for our students.

In addition, through the Training and Assessment Centre (TAAC), EDS is engaged in the provision of high quality training and assessment services to schools, enterprises and individuals who fulfil the role, or aspire to undertake the role, of Vocational Education and Training (VET) trainer and assessor or workplace trainer.

## Training & Assessment Centre

The Training and Assessment Centre (TAAC) experienced further growth in 2011. A key focus of activity included the delivery of Certificate IV in Training and Assessment to GOTAFE staff. In addition, a range of programs was offered to the public, to schools and to a range of enterprises. In 2011 Certificate IV in Training and Assessment was offered in a blended learning mode with units of competency available through e-delivery. In 2012, it is anticipated that this program will be available in face-to-face, blended and online modes.

The TAAC also extended its program offerings to include the Diploma of VET Practice, the Graduate Certificate in Language, Literacy and Numeracy Practice and the Course in Assessment of Informal Learning.

Other areas of focus included the Graduate Diploma of VET – teacher practicum, in partnership with La Trobe University (Wodonga) for GOTAFE teachers.

## Quality & Continuous Improvement

In 2011 EDS and other GOTAFE staff continued work on the continuous improvement project actions arising from the 2010 re-registration audit against Australian Quality Training Framework (AQTF) standards.

Substantial work was also completed in 2011 on the development and implementation of Qualification Libraries within the intranet as a repository for all training and assessment related information.

Further work is planned in 2012 in relation to the new Standards for NVR Registered Training Organisations, administered by the Australian Skills Quality Authority (ASQA), to ensure compliance with the new standards and quality of education for our students.

## Blended Delivery

Blended Delivery continued to provide targeted assistance to a range of strategic projects aimed at increasing the provision of e-learning in the range of programs offered by the Institute in 2011.

The strategic focus for the next two to three years will be on effective e-facilitation strategies, development of e-capabilities of GOTAFE staff and maximising the utilisation of e-learning to support student educational outcomes.

## Educational Initiatives

A number of strategic projects were completed throughout the year to support organisational objectives including validation, skills recognition systems and processes, partner provider processes, and training and assessment processes. In addition, a number of new initiatives were commenced and will continue into 2012, including:

- » The Integrated Data Collection Project in partnership with the Australian Council for Educational Research (ACER)
- » An Educator Enhancement Program which incorporated the development of a teacher capability framework as a model for teacher development. This project was piloted in 2011 and will see full implementation in 2012

## Skills Recognition Centre

In 2011 the Skills Recognition Centre experienced growth in the administration of Recognition of Prior Learning (RPL) applications.

Professional Development support was provided to GOTAFE assessors and staff regarding RPL processes and customised Skills Recognition resources were developed to assist with the provision of consistent and high quality assessment services.

## Moving into Tertiary Education

One of the strategic priorities for GOTAFE in 2011-2015 is to further develop GOTAFE as a Tertiary Education Broker, facilitating optimal tertiary education access and opportunities for regional students.

GOTAFE commenced work in this area in 2010. Memorandums of Understanding have been signed with a number of universities to facilitate progress against this strategic objective.

It has been identified there are a range of ways in which we can achieve excellent tertiary education access, pathways and outcomes for our students, including:

### 1. Delivery of qualifications at higher Australian Qualification Framework (AQF) levels

This involves delivery of qualifications at higher Australian Qualification Framework (AQF) levels such as Vocational Graduate Certificate (AQF level 8), in areas where we have specialist expertise.

This is the case in Dairy Processing, with the delivery of the Vocational Graduate Certificate in Food Industry Management. GOTAFE also commenced delivery in 2011 at the Vocational Graduate Certificate level in Competitive Manufacturing, and in Adult Language Literacy & Numeracy practice.

### 2. Structured Articulation Arrangements

Negotiation has taken place with a number of universities in relation to

structured articulation arrangements from our Diploma and Advanced Diploma programs to relevant Bachelor degree programs. Articulation arrangements provide clear credit details and vocational pathways for students who wish to progress further with their education, whether it be in regional or metropolitan areas.

In this regard, GOTAFE has negotiated documented articulation arrangements with a number of universities including Charles Sturt University, Deakin University, University of Ballarat, Victoria University and LaTrobe University, across a range of programs.

### 3. Development of integrated or joint delivery programs with Universities.

Examples of programs that have been developed in this regard are the Bachelor of Applied Management (BAM) with University of Ballarat, which is a “capstone” year Bachelor Degree which follows the Advanced Diploma of Management (or other Advanced Diploma qualifications) delivered by GOTAFE. The first cohort of students in the BAM graduated at the University of Ballarat in December 2011, and three further cohorts of students are enrolled in the BAM program.

Additionally, GOTAFE partnered with Deakin University to deliver the Deakin at your Doorstep (DAYD) program from the Wangaratta Campus in 2011. The Deakin at your Doorstep program is a concurrent delivery model with a GOTAFE Diploma qualification and an Associate Degree in Business, Arts & Science from Deakin University. The program is high in technology and Deakin University, through Federal Government funding, have invested at Wangaratta Campus with classroom refurbishment and equipment. A group of 12 students commenced this program in 2011 and student feedback has been very positive.

Developmental work is also underway on other joint program and integrated program development projects with Universities.

### 4. Tertiary Education Project Funding

GOTAFE in partnership with various universities has been successful in

obtaining funding for regional tertiary education projects under the Regional Partnerships Facilitation Fund (RPFF) – State Government; and also the Higher Education Structural Adjustment Fund (SAF) – Federal Government.

Regional Partnership Facilitation Fund (RPFF) projects in which GOTAFE is involved are:

- » GOTAFE and University of Ballarat – Food Science & Technology pathways
- » University of Melbourne – Regional Gateways Framework in Hume
- » LaTrobe University – Tertiary Enabling Program, Shepparton
- » University of Ballarat – Delivery of Graduate Certificate in Education Tertiary Teaching

Higher Education Structural Adjustment Funding (SAF) projects in which GOTAFE is involved are:

- » University of Ballarat – Dual Sector Partnership project, designed around the Bachelor of Applied Management model
- » Charles Sturt University – Facilities and joint programs at the Rural Industries Campus Wangaratta – including Agriculture, Agribusiness, Children’s Services and Nursing

Project planning is underway for several of these projects, most of which seek to have student intakes in 2013.



Charles Sturt University



MONASH University





# PEOPLE

(Includes Public Sector Management and Employment Act and Workforce Data)

## High Performance Leadership Program

During 2010 GOTAFE launched a High Performance Leadership Coaching Program for all managers. Half the managers undertook the program in 2010 with the second half of the management team completing the course in 2011. Fifty-five managers in total have now completed the program. The program delivered by Steve Griffith entailed a six month action learning process aligned to leadership capabilities and a holistic learning program for individual health and wellbeing, as well as, developing new methods in the support and supervision of individual staff and work teams. As part of the program the managers and their staff and peers participated in a 360 degree feedback survey. This survey identifies capabilities aligning to emotional competencies for interaction with all people across the Institute. Each manager will develop a learning plan aligned to these leadership competencies and feedback. The learning plan will form part of the individual learning journey for each manager in 2012.

Phase three of the High Performance Leadership Program will be launched in 2012, with a further 20-25 participants expected to go through the program. These participants will include new managers and the program will flow on to team leaders and supervisors across the Institute.

The Management Team will continue with their Leadership Program and sustaining their newly acquired knowledge and skills through rejuvenation days, coaching days and continuation with their individual learning plans.

## Leadership Forums

In 2011 GOTAFE held six Leadership Forums. These forums were held across the year and involved communicating the Institute's key goals and strategies. The Institute's 55 managers and 25 team leaders and supervisors attended these sessions.

The focus was to involve our leaders to openly communicate and discuss current issues as they were taking shape in the Institute's current environment.

Some of the key themes discussed and established included:

- » business planning
- » workforce planning
- » staff development and Work Plan conversations
- » Institute KPIs and the current status on financial and student enrolments
- » educational development learning and a quality focus
- » feedback on People Matter Survey
- » workshop on legislative changes such as bullying and harassment in the workplace
- » Customer Experience Project - engagement of the management team in the surveys, the discussion and key understanding of the customer experience project
- » marketing strategies
- » workshops on key themes for students, staff and the Institute
- » guest speakers invited to the Institute to deliver key learning outcomes

At the October workshop all managers were asked to provide feedback to the Institute to inform the Leadership Forums for 2012. They will involve open communication and a continuation of Leadership Development and Learning.

## Investors in People Strategy (IiP)

GOTAFE is committed to being an Investors in People (IiP) Organisation. The IiP Framework is used to determine key strategies for the Institute's people goals. Essentially the accreditation aligns people development strategies with key outcomes anticipated for the Institute at every level. GOTAFE received initial accreditation in 2006 and in 2011 the Institute participated in an accreditation review. This review provided feedback which will be used to inform improvements to strategies, approach and implementation for people processes. An action plan will be developed and discussed through the Institute's People Committee in 2012.

## People Matter Survey

Each year GOTAFE participates in a survey conducted by the State Services Authority. The People Matter Survey measures a range of aspects of workforce culture and climate in the Victorian public sector. In 2011 the Institute's overall staff satisfaction rating was 67 per cent, which was up from 2010. Following the survey the Institute held staff sessions to feed back the data and to gauge improvement opportunities for implementation. Some of these improvements will be captured and built into action plans again in 2012.

Feedback over the past two years has led to reviews in the performance management process for all staff; the review of relevant policies and procedures; the establishment of a communications committee and review of this for the Institute; focus on providing open and honest feedback for all staff; and further development of the Institute's leadership team and commitment to communicating information.

## Customer Experience Project

In 2010 GOTAFE commissioned the Customer Experience Project which involved engaging consultants Dawson McDonald to undertake a survey with staff, and then a survey with students to measure their perceptions on the student experience for our organisation.

The survey was a world wide survey that gave an overall advocacy score, which measures the effectiveness of the customer service or experience. The survey also identified 24 priority areas that GOTAFE could work on to improve the service and quality of education provision to students. Areas of excellence were also identified and celebrated via this process.

These survey results were detailed and discussed with all GOTAFE staff at the April 2011 staff development day, with staff identifying some possible actions and strategies to be undertaken to enable GOTAFE to provide the best possible customer experience. Staff were asked to nominate to become part of the Customer Experience Project Team, led by consultant Gill Sawyer, to work through some of the key issues identified and suggested actions. The process undertaken by the team involved identifying the 'touch points' where a student comes into contact with GOTAFE and the 'processes' that are involved in the delivery of services to students. The team reviewed these processes in relation to the areas of improvement listed by the survey and made recommendations for improvement. The Project Team worked extensively over the six months and making a number of recommendations which will be built into a change management plan for implementation in 2012. These recommendations will be prioritised and aligned with other organisational key goals, including:

- » GOTAFE website improvements and focus for simpler navigation and communication
- » improved process for industry engagement
- » better communication structures and strategies across GOTAFE
- » a review and re-education of all terms used within the Institute to ensure staff and stakeholders share the same understanding

Once the high level recommendations are adapted and changes are implemented, touch points and relevant processes will be mapped and will form part of general communication for all staff and students across GOTAFE. It is expected this will form an education and training process with a view for on-going improvement into the future.

It is expected that staff and students be surveyed again in 2013 to determine where improvements have been made and to measure GOTAFE's advocacy score once again.

## Study Support

Each year GOTAFE supports staff to undertake further education and training by assisting them either in monetary support or in time off to complete their studies. The focus of studies is to enable staff to become fully qualified or to enhance their skills and knowledge to be able to perform their roles to the best of their ability. The strategic focus of GOTAFE becoming an IIP organisation is a driver to ensure professional development including completing relevant qualifications is aligned for each role.

In 2011 GOTAFE supported a range of managers, teaching and support staff to undertake the following qualifications:

- » a Graduate Diploma in Leadership completed by two managers
- » a Bachelor of Management completed by three managers
- » a Diploma of Occupational Health and Safety (OHS)
- » a Certificate III in Business Administration completed by five staff
- » a Degree in HR/Marketing
- » a Masters of Marketing
- » a Diploma in Community Welfare Work
- » a Master of Arts
- » an Advanced Diploma in Multimedia
- » a Bachelor of Social Welfare
- » 19 staff completed Certificate IV in Training and Assessment
- » two teachers completed Certificate IV in Training and Education
- » five teachers completed a Graduate Diploma of Vocational Education and Training (VET)
- » 11 staff completed a Diploma of VET Practice
- » three staff graduated from the Bachelor of Applied Management Studies
- » seven staff completed a Master in Education with Monash University
- » six staff completed a Graduate Certificate for Teaching English as a Second Language

## Leadership Programs

In 2011 two managers commenced the Victoria University Chair Academy Program through Victoria University. The Chair Academy is based in the United States and the program is conducted by both the Chair Academy and Victoria University.

Kate Marshall and Andrew McGranahan commenced the Alpine Leadership Program in North East Victoria.

Sonja King and Ian Carkeek completed the Fairley Leadership Program, based in the Goulburn Valley Region.

## TAFE Development Centre Programs

GOTAFE continued to obtain funds from the TAFE Development Centre to support the development of key staff and programs in 2011. In 2011 the funding enabled the following activities:

- » The Steve Griffith High Performance Leadership Program (partial funding)
- » Bruce Duncan undertook the Teacher Indigenous Capability Program
- » Teaching and Learning Excellence - support to up-skill and expand the Language Literacy and Numeracy qualifications for staff. Project facilitated by Natasha McCormick.
- » Teaching and Learning Excellence - World Class Organisation. Staff members Natasha McCormick and Angela McLeod conducted a benchmarking visit to education providers in the United Kingdom to review teacher capability and best practice delivery worldwide.
- » Daniel O'Brien participated in the TAFE Industry Skills Scheme, aimed at increasing vocational competence in the IT field. The program included a four week industry placement

## Qualifications Support & Development

Each year the Institute supports all staff to undertake formal qualifications to support their development and to maximise their potential in fulfilling their roles.

Our statistics as at the end of 2011 show:

- » 99 per cent of our teaching staff hold a Certificate IV in Training and Assessment; in addition 68% of our teaching staff hold a teaching qualification at the Diploma level or above
- » 71 per cent of our Specialist and Administration staff hold qualifications aligned to their relevant position
- » 52 per cent of our managers have a formal qualification in Management with all of our managers having undertaken a High Performance Leadership Program over the past two years.

## Certificate IV in TAA (Training and Assessment) 2011

- » Rex Manks
- » Timothy Hearn
- » Nicole Sutcliffe
- » Jacqueline Way
- » Denise Rigoni
- » Kirsten Ash
- » Danielle Belfield
- » Catherine Conrick
- » Simone Allison
- » Christina Bassani
- » Tracy Airey
- » Nathan Holt
- » Robyn Orrlov
- » Susan Hides
- » Ann Bolton
- » Kim Michelini
- » Andrea Winterer
- » Donald Smith
- » Deanne Bramley

## Certificate IV in Training and Education 2011

- » Donna Soanes
- » Jonathon Lee

## Graduate Diploma of VET

- » Margaret Campbell
- » Daniel Reidy
- » Jamie Baker
- » Mark Ward
- » Tracy Airey

## Diploma in VET Practice - 2011

- » Steven Hill
- » David Batson
- » Greg Kerr
- » Kerrie Santiana
- » Lesley Sanderson
- » Lisa Kerr
- » Maria Pellegrino
- » Mark Garrard
- » Peter Johnson
- » Sarah Watt
- » Wendy Bourke

## Graduate Certificate for Teaching English as a Second Language (TESOL)

- » Jill Simmons
- » Marie Austin
- » Antonio Nicolaci
- » Pamela Christofas
- » Karen Williams
- » John Kole

## Bachelor Applied Management Studies - Ballarat University - completed 2011

- » Anne Ritter
- » Andrew Kay
- » Craig Mathisen

## Master Education - Monash University - Fully Funded through Strategic Reinvestment funds from the Institute completing 2011

- » John Carnegie
- » Stephen Foster
- » Karen Rogers
- » Celia Turnbull
- » Michael Robinson
- » Toni Doyle
- » Rhonda Martin

## Face-to-face Induction

In 2011 Face to Face induction for new staff continued. Marketing and Information Access joined the sessions in 2011. The induction day runs approximately once a month, rotating across the Institute campuses, with a total of 86 people attending the sessions in 2011.

## Staff Development Days

Each year, the Institute conducts two Institute-wide days where all staff gather together for development activities. Each development day has a particular focus.

### Staff Development Day 'Beating the Same Drum' - April 2011

In April, 365 staff participated in a development day focussing on the Customer Experience. The day was started by InRhythm, a unique organisation which uses African drums and universal rhythms as a central part of the team building activities. GOTAFE staff embraced this unique style of team bonding with great enthusiasm, creating harmonious music together.

Staff also participated in a workshop facilitated by John Dawson and Carmel McDonald that focussed on discussing improvements for GOTAFE based on survey data. This data was provided to the Customer Experience project team and will re-emerge with recommendations for improvement in 2012.

Technology One provided a brief introduction to the new Student Management System that will be implemented in 2012.

The guest speaker for the day was Martin Grunstein looking at different ways GOTAFE could market itself and make an impact on its customers.

### Staff Development Day 'Building Staff Capabilities and Resilience' - September 2011

In September GOTAFE held its second Staff Development Day, where 344 staff members participated. It was held at the Docker Street, Wangaratta Campus and the Wangaratta Performing Arts Centre (WPAC).

The day commenced with leading psychologist Andrew Fuller providing strategies on how we can communicate better with each other and build our own resilience. Andrew Douch a well known secondary school teacher from the Goulburn Valley, inspired the staff with ways in which to use social media to better engage students in the learning experience. A number of breakout sessions also occurred with a focus on building individual capabilities and resilience.



Staff  
Development  
Day

## GOFIT Program

The GOFIT program where each month staff received an email with a health and fitness focus, continued in 2011. In November 2011 the GOFIT Program provided statistics based on health and wellbeing of staff. These trends and statistics will be used to prioritise health and wellbeing activities into the future.

## Human Resource (HR) System Review

Since October 2010 GOTAFE has been participating in a state wide project to review the Human Resource (HR) system currently used by TAFE Institutes across the state. This project was completed in May 2011. Recommendations were made to the sector which subsequently initiated a review in its own right and will conclude this process in early 2012.

The intention of the project is to streamline the current HR systems and processes and be able to provide best practice support for the Institute's people processes.

## Industrial Relations

The Non-Teaching PACCT (Professional, Administrative, Computing, Clerical and Technical) Certified Agreement is ready to be negotiated. GOTAFE did not commence negotiations in 2011, but plans to begin discussions early in 2012. GOTAFE is one of the last TAFE's to commence this process. However this is aligned with the order that each agreement for each Institute has an expiry date. The relevant union and the Institute will aim to negotiate a good outcome for all staff.

The AEU (Australian Education Union) consultative Committee met six times during 2011. There were no industrial disputes experienced by the Institute in 2011.

## Application of Employment & Conduct Principles

GOTAFE is committed to recruiting the best available people into the organisation and remunerating them appropriately. Recruitment practices are in accordance with the Government guidelines to ensure that the Institute meets the requirements of the *Public Sector Management and Employment Act 1998*. Recruitment processes are detailed in the Institute's Recruitment Policy and associated procedures.

The Institute also has an Employee Code of Conduct Procedure detailing the minimum obligations and standards of personal behaviour and conduct expected of staff employed by the Institute. The purpose of the code is to promote adherence to the public sector values prescribed in the *Public Administration Act 2004*. The code outlines standards of behaviour rather than detailed policies and procedures.

During 2007 all Institute staff were provided with a copy of the Code of Conduct for Victorian Public Sector Employees Handbook. Staff were required to acknowledge that they had received and read the handbook, via signed documentation. All new staff to the Institute are provided with a copy of the handbook at the point of induction.

## Reward & Recognition Strategy

GOTAFE currently recognises its people for their contribution to the Institute through a range of awards. The Reward and Recognition program has been operating since 2003. Rewards include quarterly Peer Awards, annual Years of Service Awards, and an Excellence Awards system - four categories including Teacher of the

Year, Excellence in Teaching areas and Excellence in Customer Service or non-teaching areas. These nominations are internal, with winners being considered for nomination to the Victorian Training Awards.

### Educational Excellence and Service & Support Excellence Award Winners 2011

2011 was the ninth year that GOTAFE has issued Educational Excellence and Service Awards and Support Excellence Awards in recognition of outstanding individual staff or team achievements.

The 2011 winners were:

- » Teacher of the Year - Team Leader Sport and Recreation, Cassy Roberts
- » Client Service/Support Excellence Award - Employer Relations Manager, Carolyn Curnow.

### Peer Awards 2011

Each quarter peer award nominations are called for, where staff have the opportunity to nominate their colleagues for great work undertaken. The following people have been rewarded with a GOTAFE Peer Award.

#### May 2011

- » Donna Russell
- » Jon Lee
- » Jill Simmons
- » Robyn Thompson

#### July 2011

- » Bernie Squires
- » Larissa Falla

#### September 2011

- » Katherine Taylor
- » Ian Murray

#### November 2011

- » John Farrow

### Years of Service Awards

In March GOTAFE held a Years of Service Awards Dinner to recognise staff who have completed 10, 15, 20, 25 or 30 years of service with the Institute (The service period recognised was for service between 1st April 2010 and 31st March 2011).

The awards dinner was held at the Tower Restaurant – Docker Street Campus, Wangaratta. The night is celebrated with Board Members and senior management along with staff members and their partners to acknowledge their contribution to the Institute.

Thirty two people were awarded:

#### 10 years

- » Braden Manning
- » Brendan Rogash
- » Lola Tucker
- » Beverley Lee
- » Brian Parker
- » Cassandra Forrester
- » Helen Anderson
- » Kerrie Santiana
- » Mario Varricchio
- » Ros Bekker
- » Ross Wade
- » Anthony Exton
- » Angela McLeod
- » Carol Mifka
- » Josie Gravina
- » Lorelle Ley
- » Moira Moor
- » Neil Aird
- » Robert Freeman
- » Wendy Hendy

#### 15 years

- » Chris Close
- » Chris Johnson
- » Norm McLeod
- » Anne Ritter
- » Brian Trewin
- » Heather Iles
- » Linda Bennett
- » Lyn Davidson
- » Marg Kay

#### 20 years

- » Norm Lawler
- » Peter Watson

#### 25 years

- » Brett Hoskin

## Recruitment

By the end of December 2011 GOTAFE had advertised 66 positions with a total of 498 people applying for these positions. All roles have now been filled with suitable applicants. The average time to fill a role with the Organisation in 2011 was 59.27 days.

## 2011 Staffing Levels

The December 2011 Equivalent Full Time (EFT) figure for ongoing and fixed term employees was 418.52 amounting to 462 staff within the Institute. Comprising of 237.25 EFT for teaching employees, and 181.27 EFT for non-teaching employees.

### Staffing Statistics by Classification

#### Corporate Staffing by Mode of Employment

CLASSIFICATION	FULL TIME		PART TIME		TOTAL	
	EFT	People	EFT	People	EFT	People



Executive Officers	3.0	3.0	0.0	0.0	3.0	3.0
Teaching	182.0	182.0	55.3	82.0	237.3	264.0
PACCT	100.0	100.0	30.3	47.0	130.3	147.0
Others (Agreed)	48.0	48.0	0.0	0.0	48.0	48.0
<b>TOTALS</b>	<b>333.0</b>	<b>333.0</b>	<b>85.5</b>	<b>129</b>	<b>418.5</b>	<b>462.0</b>

### Corporate Staffing by Employment Status

CLASSIFICATION	ONGOING		CONTRACT		TOTAL	
	EFT	People	EFT	People	EFT	People
Executive Officers	0.0	0.0	3.0	3.0	3.0	3.0
Teaching	133.5	145.0	103.8	119.0	237.3	264.0
PACCT	92.3	102.0	38.0	45.0	130.3	147.0
Others (Agreed)	36.0	36.0	12.0	12.0	48.0	48.0
<b>TOTALS</b>	<b>261.7</b>	<b>283.0</b>	<b>156.8</b>	<b>179.0</b>	<b>418.5</b>	<b>462.0</b>

## GOTAFE staff graduate from La Trobe

Six GOTAFE staff graduated from La Trobe University in Albury Wodonga with a Graduate Diploma of Vocational Education and Training.

## Victorian Training Awards

GOTAFE Careers Counsellor Jess Croft, was a state finalist in the Victorian Training Awards - VET Client Service/Support Excellence Award Category held at the Crown Palladium in September.

## GOTAFE Teacher wins Wurreker Award

GOTAFE Koorie Education Centre teacher, Charles Atkinson was announced the Wurreker Teacher of the Year recipient at an event in Melbourne on Thursday 22 September. The Victorian Aboriginal Education Association Incorporated (VAEAI) Wurreker Awards are held annually to recognise and celebrate achievements made by individuals, organisations and training providers.

## Dairy Trainer receives Leadership Award

National Centre for Dairy Education Australia (NCDEA) industry trainer, Heidi Knowles received recognition for her leadership in dairy education with an Encouragement Award from the Fonterra Dairy Leadership Award. The award is part of the 2011 Regional and Community Development Awards.

Ms Knowles received the Encouragement Award in recognition of the support and leadership she has shown with the Certificate III Agriculture NCDEA trainees in the Western District.



## Remembering Jeanne Norling 07/03/1953 - 14/07/2011

The Board, Executive Management Team, staff and students of GOTAFE were deeply saddened by the loss of our respected colleague and friend Jeanne Norling.

Jeanne was a unique and gifted educational leader with a passion for education and was committed to the development of the people around her. She focussed her energies, intellect, skills, experience and people instincts to make a significant contribution in the creation and development of educational opportunities for youth and the disadvantaged in regional Victoria.

Jeanne came to GOTAFE in July 2006 as a Senior Consultant with Innoven Education. She progressed through the organisation, crossing a range of portfolios, ultimately reaching the position of General Manager, Vocational Pathways.

Jeanne's passion and enthusiasm for providing equal educational opportunities to every student will be greatly missed.



# SYSTEMS

## New Strategic Committees

Five new strategic committees were introduced in 2011 to be the driving forces behind the achievement of the Institute's five strategic goals. The committees are inclusive, cross functional and provide multiple level forums to discuss opportunities and issues relating to the relevant strategic goal. Ideas are discussed and debated with the purpose of developing recommendations to be provided to the Executive Management Team for implementation within the organisation. The five committees are as follows:

**People Committee**, established to attract, develop and retain a high performing workforce that drives organisational outcomes

**Student and Customer Committee**, established to develop, review and improve systems and processes and to develop strategies to attract, engage and retain individual students and business customers

**Quality of Education Committee**, established to provide high quality, data-driven and customer focussed tertiary education and vocational training outcomes.

**Social and Environmental Sustainability Committee**, established to ensure GOTAFE contributes to the social development of communities and improves the environmental sustainability of our region.

**Systems and Facilities Committee**, established to develop high performing, integrated systems and processes together with high quality facilities to support organisational outcomes.

## Customer Service Excellence Project

The revised strategic goals now place the student and customer at the centre of the Institute's reason for existence and reflects the change to demand driven funding arrangements. To ensure that the student and customer are central to all GOTAFE decision making, resources were allocated to conduct a customer service review. The essence of the Customer Service Excellence Project is to ensure that GOTAFE can identify its key target market groups and develop appropriate systems and ensure students and customer needs are identified, captured and considered in the Institute's decision making. Underpinning the project is that it is not just about the 'service provided' it is about the 'experience' the customer receives.

The objectives of the project are to:

- » collect factual baseline data from staff and students regarding the quality of current GOTAFE customer service
- » identify the key 'touch points' that determine the customer's experience of the Institute and to map current 'as is' processes
- » identify the developmental gap between the 'as is' and 'to be' customer experiences and to modify the processes and practices of the Institute to improve the customer's experience of GOTAFE
- » involve staff in shaping positive and beneficial customer experiences
- » resurvey staff and students at the end of 2012 to measure change and improvement

This is a two year project with phase one undertaken in 2011 to complete baseline data collection, identification of 'touch points' and the creation of two to three change management projects. The balance of the major outcomes will be completed in 2012.

Key components of the project in 2011 were:

- » work-shopping the Institute's strengths and weaknesses in the provision of customer service excellence with all staff at the April Staff Development Day
- » workshop with managers on the results of student surveys and staff feedback in the identification of key project activities
- » establishment of process and touchpoint mapping working parties to identify existing practices and opportunities for improvement and innovation

GOTAFE appointed renowned customer service experts Dawson McDonald and Associates with assistance from consultant Gill Sawyer to lead the Institute through this process.

## Library in top 10 in Australia

Dr Alan Bundy, a world renowned expert on joint use libraries, evaluated the Wangaratta Library's services in accordance with key stakeholder expectations and found the library to be a best practice joint use facility, in the top 10 joint use libraries in Australia and top 100 worldwide.

The Wangaratta Library is a joint venture involving the Rural City of Wangaratta, GOTAFE and the High Country Library Corporation and all three stakeholders were excited by the outcome of the evaluation.

## Classroom of the future launched

The classroom of the future was launched at GOTAFE Wangaratta by Deakin University and GOTAFE staff who demonstrated the virtual classroom environment currently being used for the Deakin at Your Doorstep initiative. Deakin at Your Doorstep is an innovative program by Deakin University and a number of TAFE colleges around Victoria to deliver an Associate Degree of Arts, Business and Sciences in regional centres. The program is designed to increase access to tertiary education, addressing both State and Federal Government priorities to increase the number of degree-qualified people in regional Australia.

Ten students completed their first year of the Deakin Associate Degree in 2011, studying their diploma courses at the same time, with a 99 per cent success rate. They will continue in 2012, taking units for their target degrees through Deakin's off campus or online program while completing their diploma studies.

## Information and Communication Technology (ICT) Major Overhaul

In 2011, GOTAFE undertook several strategic activities to enhance the Institute's Information and Communication Technology (ICT) capability and services:

### OPTUS Transition

GOTAFE has moved the majority of its telecom services to Optus, who currently have the Government Contract for the supply of fixed voice and mobile. Transferring to Optus is aligned with the Government's Telecommunications Purchasing and Management Strategy (TPAMS). The savings of the new contract to the Institute are estimated at over \$74K per annum.

TPAMS is part of the Victorian Government Procurement strategy for delivering best value and the latest technology in telecommunications to the whole of the Victorian Government. The major objectives achieved out of this transition were:

- » established the Optus Service Desk support arrangements for GOTAFE fixed voice and mobile services
- » established the electronic billing arrangements for GOTAFE
- » migrated 'in scope' fixed voice and all mobile services from the existing service provider to Optus
- » minimised disruptions to GOTAFE's business operations during transition process

## Storage Area Network Expansion

The Storage Area Network (SAN) expansion project was aimed to upgrade the Institute's capability to store electronic data. Increasingly, the Institute has been moving towards a model of e-delivery which brings with it a requirement to increase the volume of storage capability for educational and administrative purposes. The chosen solution (EMC CLARiiON) provides the GOTAFE data centre with more storage and data replication to DR location. This project will facilitate the implementation of the new Student Management System, Finance One, CELCAT, Exchange 2010, SharePoint 2010 and Network Storage.

## F5- FirePass Web based VPN

To enhance the delivery of services for teaching and learning, GOTAFE has implemented the new clientless web based VPN solution for its members. This meant that students and staff would be able to access necessary learning and teaching materials quickly, easily and securely from anywhere using their own devices.

## Wireless Facility

The wireless client configuration and delivery was completed early this year and the facility is now fully available to all GOTAFE staff and student community. This enhanced feature allows the students and staff to access required learning and teaching materials from wireless devices quickly, easily and securely within GOTAFE premises.

## Inter Campus Fibre Connectivity

Connectivity for virtually all data and voice traffic between the Institute's four main campuses is currently carried over a 32Mbps microwave link. The primary 32Mbps microwave connection is approaching its end of life. The link was established over 13 years ago and has become increasingly unreliable during this period. Disruption to the network causes severe operational disruption.

The Victorian TAFE ICT Broadband Network Part-B fund is being used as capital cost for this vital project to replace outdated links between the four major GOTAFE campuses. A number of preliminary discussions were carried out and a detailed design workshop will be held to flesh out all requirements. Based on the information collected and the requirements collected from the detailed design, a test plan document will be produced and presented to GOTAFE for sign off.

The aim of this project is to improve the productivity and effectiveness of the Institute by achieving a 'world-class' broadband network linking all major GOTAFE campuses and to deliver business benefits by:

- » architecting a uniform, high capacity, low cost centralised ICT service
- » creating a forward looking infrastructure including a shared ICT service centre connecting and hosting of ICT learning services
- » improving services
- » reducing internal travel to deliver Institute based services

This fibre technology will enable GOTAFE to deliver flexible and technologically advanced learning services in an environment of greater collaboration and administrative efficiency by providing the following capacity:

- » 1GB fibre - Shepparton to Melbourne
- » 1GB fibre - Wangaratta to Melbourne
- » 500MB fibre - Benalla - Seymour - Melbourne

## Implementation of Microsoft SCCM Technology

GOTAFE's Network Systems have implemented and deployed the essential infrastructure Microsoft System Configuration Management Centre, the core integral part of the enterprise level Windows 7 deployment.

Implementing Microsoft SCCM technology provides GOTAFE with cost-effective, enterprise-class high technology to deploy and manage student applications via a central point. This facility will improve the quality and efficiency of the desktop IT provision for the students and staff cost effectively.

## Rollout of new computers

Network systems rolled out a total of 192 computers in 2011 comprised of:

- » 60 mini notebooks
- » 35 laptop computers
- » 97 desktop computers

# SUSTAINABILITY

## Financial Sustainability

### Business Results

In 2011 the Institute again performed well in its operations, including:

#### OPERATING REVENUE

\$53,493,000

#### PROPERTY, PLANT AND EQUIPMENT ASSETS

\$79,569,000

#### EQUIVALENT FULL-TIME STAFFING AVERAGE

493.79

#### STUDENT ENROLMENTS

17,589+

#### STUDENT CONTACT HOURS

4,018,981

### 2011 Targets

In 2011 GOTAFE delivered 2,907,381 Student Contact Hours (SCHs) across the four demand driven funding categories (Foundation, Skills Creation, Skills Building and Skills Deepening) plus 17,800 SCHs in additional special-purpose training.

Total government funded delivery for 2011 was 2,925,181 SCH.

In addition, the GOTAFE Fee-for-Service delivery, to industry and community, totalled 775,999 SCH, with an additional 317,801 SCH delivered to Vocational Education and Training in Schools (VETiS) clients.

## 2011 Student Enrolments Report

2011 delivery by Campus	SCH all funds	Headcount
Benalla	299779	686
Seymour	231465	962
<b>Shepparton</b>		
William Orr	629522	1969
Fryers street	1840535	7245
Dhurringile	41879	540
TEC	114809	728
Koorie	16411	29
<b>Wangaratta</b>		
Beechworth	42747	387
Docker street	725635	2531
RICW	693932	1598
TEC	79424	260
Barr Reserve	69964	141
<b>Gippsland</b>	189426	444
<b>Werribee</b>	49616	267
<b>Western district</b>	200982	364
<b>Total Student Headcount</b>		<b>17,589</b>
<b>Total Course Enrolments</b> [NB. some students enrol in more than 1 course each year]		<b>22,000 (approx)</b>

\*Students may enrol through than more than 1 campus – headcount for the Institute remains at 17,589.

## Summary of Financial Results

A summary of the financial results of the Institute with comparative results for the previous five years appears in the following table:

Financial indicator	2011	2010	2009	2008	2007	2006
Operating Revenue [Excludes capital contributions]	53,493,000	53,141,000	48,132,000	43,558,000	41,641,000	41,075,000
Operating Surplus/(Deficit) [Excludes capital contributions, depreciation and profit/loss on asset disposals]	(1,452,191)	2,103,000	3,268,000	599,000	2,870,000	3,988,000
Liquidity Ratio [Current Assets / Current Liabilities adjusted to exclude long-term benefits]	2.89	3.08	2.62	2.90	2.90	2.79

Operating revenue includes revaluation of investment properties (2011: \$65,000).

For comparative purposes, the 2006 Operating Revenue and Operating Surplus includes operations discontinued during 2006.



## GOTAFE wins national award for rebranding

In November, GOTAFE successfully took out the branding category at the Australian Training Marketing Association Awards for Excellence in Marketing. The branding category recognises the launch, revitalisation or creativity of a brand. The introduction of the Skills Reform by the Victorian Government and threats posed by private Registered Training Organisations (RTOs) and other TAFEs, created an opportunity for Goulburn Ovens Institute of TAFE to review, reinvigorate and strengthen its branding. The decision was to rebrand as 'GOTAFE'. The new branding has not only achieved a high level of awareness but has been instrumental in supporting much needed cultural change within the organisation.

GOTAFE also won a second award at the awards presentation in the Business Development Category for its partnership with Mt Buller Ski Lifts.

GOTAFE approached Buller Ski lifts (BSL) in 2009 with a proposal to identify opportunities to train staff in a remote area, and within a restricted timeframe, during snow season. BSL employs approximately 120 permanent staff and 450 seasonal staff. Due to the nature of the role, seasonal staff can often be difficult to recruit, to counteract this the opportunity to gain a qualification was used by BSL to attract young staff.

GOTAFE was able to offer an associated online induction program. This program was first shown to new staff at the induction weekend in June 2010, with an additional six units available online, and a further four in development. It is anticipated that this program will be offered completely online before the start of the season in 2012, reducing costs associated with the induction weekend for seasonal staff and increasing compliance. This online delivery will be extended in 2012 to include distance delivery of GOTAFE qualifications.

## GOTAFE sponsors GVFL

It was with much excitement that GOTAFE was announced the naming rights sponsor for the Goulburn Valley Football League (GVFL) in 2011 and 2012. The GVFL aims to reposition the league and believes the alignment with GOTAFE will enhance the league's credibility and professionalism.

As the GVFL naming rights sponsor, GOTAFE received significant benefits including:

- » regional brand promotion, recognition and advertising opportunities over a six month period through a range of media including radio, television and print
- » opportunities to directly engage with students and business customers on a large scale
- » leveraging of GVFL activities to enhance relationships with existing and new business customers
- » potential Fee For Service (FFS) opportunities through the delivery of training programs, for example First Aid, Governance, Sports Training, Food Handlers, Responsible Serving of Alcohol, website creation, computer skills, Bookkeeping and more.
- » identification as a major supporter of local community activities working towards retaining local students and employees within the region, aligned with the Strategic Plan, Sustainability Goal
- » provision of staff incentives, including tickets to attend major GVFL events; the staff reward program is also aligned with the Strategic Plan People Goal

The GOTAFE GVFL sponsorship arrangement was officially launched Round 2 of the season at the Shepparton United v Kyabram grand final replay.

## GOTAFE sponsors Ovens and Murray Football and Netball League

GOTAFE also sponsored the Ovens and Murray Football and Netball League (O&MFNL) in 2011. GOTAFE was the 2011 O&MFNL SMS Partner, where all football and netball players and club committee members receive the round game scores via SMS. GOTAFE provided a weekly message as part of this (e.g. 2012 GOTAFE Course Guide Out Now call 1300 GOTAFE, Go to the Top with a GOTAFE Diploma, VTAC Entries Close Soon, visit [www.gotafe.vic.edu.au](http://www.gotafe.vic.edu.au) to find out all your course info etc).

The sponsorship is a cost effective way in which to consistently advertise directly to individuals on a large scale. This service was provided over 23 weeks including the pre-season, home and away competition and three weeks of finals. As part of this arrangement GOTAFE had the opportunity to present GOTAFE programs and services directly to clubs.

## Info Week generates interest in courses

Over 300 people attended the first GOTAFE Info Week for prospective students held in October at all four main campuses. A variety of people attended, from those still at secondary school to those thinking about returning to learning, already working or considering a career change.

GOTAFE held two sessions a day at Benalla, Seymour, Shepparton and Wangaratta Campuses as well as providing the opportunity to visit the Rural Industries Campus (RIC) in Wangaratta. Attendees were able to find out information on the application process, fees, scholarships, pathways to university and skills recognition as well as having the opportunity to make an appointment with GOTAFE's Career Counsellor.

## SMAK Padang

SMAK is a Vocational High School specialising in Science located in Padang, Indonesia. SMAK was looking to build a relationship with an International education and training provider in order to enhance the professional quality of the school's staff and courses. Consultations continued over the first half of 2011 as PT METS Asia sought to find an appropriate partner organisation from Australia to provide and accredit the training. Agreement with GOTAFE was finalised in July 2011.

The Certificate IV Training and Assessment course delivered by Soeparto Rama in conjunction with GOTAFE commenced in July 2011 with 30 students (SMAK high school teachers) doing their training in two blocks of six days. The entire 30 students graduated in the course. A graduation ceremony was held at SMAK Padang on 19 December 2011. Jenny Jackson and Annette Simkin represented GOTAFE at the graduation ceremony. It was also attended by the school principal, Head of Padang District Education Institution, school council representative, Soeparto Rama and many excited family and friends. In many of the speeches given it was said how important competency based training has become in Indonesia. Certificates and GOTAFE pens were given to graduating students. This was a very important event in Padang as the school was hit by the earthquake in 2009 damaging and destroying buildings, injuring children and destroying many homes of the staff and students. This prestigious event included a traditional lunch. At the conclusion of the graduation, a tour was given of the school and it was evident just how proud they are of their school and the achievements of staff and students.

GOTAFE is looking forward to many more partnerships with Indonesian education.

# ENVIRONMENTAL SUSTAINABILITY

## Environmental Sustainability in 2011

Many environmental sustainability initiatives were implemented during 2011, principally in line with GOTAFE's 2011 Environmental Management Plan that was developed as part of a ResourceSmart Tertiary Education program. Key objectives and targets were established in the plan within the areas of Management and Communications, Education for Sustainability, Waste, Energy, Transport, Water, Purchasing, and Planning and Infrastructure.

Membership was maintained with the Sustainable Campus Group (SCG). Benchmarking of environmental performance for the 2010 year was undertaken through the SCG with 15 other member institutions in the education sector nationally. The 'Australian Tertiary Education Sector Sustainability Report' provided valuable information on the sector's performance and GOTAFE's positioning. The Sustainable Campus Group additionally provides networking opportunities to share ideas and resources.

An Environmental Sustainability Committee met four times in 2011 and a Social and Environmental Sustainability Committee was established in line with GOTAFE's strategic goals. These committees provided a forum for discussion on sustainability issues and ideas and to progress GOTAFE's environmental objectives. At the campus level, Enviro Teams continued to meet at the four major campuses to raise ideas for improved environmental practices at their campus and Institute-wide, to report on actions and to support Environmental Management Plan objectives.

Improved waste collection systems were established at the Shepparton Fryers Street and Wangaratta campuses, while new external bin surrounds were purchased for Benalla, Seymour and Wangaratta campuses to improve recycling and presentation. Recycling of toner cartridges is in place at all campuses, while the Docker Street Campus has additionally established a mobile phone recycling point.

Paper consumption from printing and copying is being monitored and is trending down from 2010 levels as options such as online and electronic resources are increasingly utilised and sustainability awareness of staff increases.

Following an AGL energy audit in late 2010, funding was approved to target an AGL recommendation relating to energy efficient lighting, with the retrofit of 400 electronic ballast T5 lights. The replacement of heating and cooling actuators at the Docker Street Campus will further improve resource efficiency, while GOTAFE has maintained its purchase of 25 per cent Green Power.

Improvements continue to be made to the environmental impact of key events. Initiatives include the use of web and phone technology for graduation ceremony acceptances to reduce paper, and the elimination of food packaging and use of recyclable and biodegradable products for all-of-Institute staff development days.

A reduction in the number of publications/promotional material printed annually has been achieved, reducing paper and wastage. Further, GOTAFE now use Willprint, who have achieved Certification as Sustainable Green Printers (SGP).

The retrofitting of dual flush toilets and planting low water use plants were targeted to reduce water consumption. A tree planting morning was held at the William Orr Campus, Shepparton in support of Planet Ark's National Tree Day. Enthusiastic staff and students enjoyed the result of their work, planting local species plants over a 40 metre section adjacent to Reedy Swamp Road.

A whole of farm plan was developed for the Rural Industries Campus, Wangaratta with a focus on sound environmental practices and biodiversity.

'Travel-smart' options, including ride to work, car pooling and the use of teleconferencing and Adobe Connect, have been promoted Institute-wide in order to reduce vehicle travel and associated emissions. The proportion of GOTAFE vehicles that are diesel, LPG or dual fuel is now over 90 per cent, reducing fuel use, costs and greenhouse gas emissions; however, staff travel is high and reducing automotive travel will be a priority in 2012.

Education for Sustainability has progressed with staff training/professional development. Short courses were offered in home sustainability assessments, sustainable gardens, sustainable dairy infrastructure, hidden office wastes, and reducing the impact of the carbon tax on business. Education for Sustainability will be a priority in 2012 to further embed sustainability in accredited courses and training packages.

A comprehensive 2012-2013 Environmental Management Plan will further GOTAFE's aim of reducing its environmental impacts and to shaping a culture within the GOTAFE community that values environmental sustainability.



## ELECTRICITY

**2006 3,413,424 kilowatt-hour (kWh)**

**2011 3,827,516 kilowatt-hour (kWh)**

Variance 12.1%

## GAS

**2006 12,540,790 megajoules (MJ)**

**2011 10,524,060 megajoules (MJ)**

Variance -16.1%

## LPG

**2006 3,984 litres (Ltr)**

**2011 16,298 litres (Ltr)**

Variance 309.1%

The Institute decreased its gas consumption and increased its electricity use in 2011 compared with the baseline of 2006. This electricity increase can be attributed to the Institute achieving growth in student contact hours, higher utilisation of facilities and equipment and expansion of building infrastructure. The Institute initially commenced purchasing 10 per cent of its electricity from green power sources in July 2006 and continued with the 10 per cent purchase until this was expanded to 25 per cent on 30 June 2010. The Institute has continued to purchase a minimum of 25 per cent from green power sources. An LPG increase is attributed to additional staff on the William Orr and Wangaratta campuses.

# SOCIAL SUSTAINABILITY

## Inaugural GOTAFE scholarships presented

GOTAFE announced its inaugural Scholarship winners for 2011 after a rigorous application process and careful consideration from the Scholarship Committee.

The GOTAFE Scholarship Program was open to first year students studying a GOTAFE nationally accredited qualification.

The scholarships are a sign of the commitment that GOTAFE makes to its local communities, and the families and students who live in them. GOTAFE supports local students to access nationally recognised qualifications locally.

A GOTAFE scholarship allowed students to stay local and still access the quality education they need and deserve.

The scholarship winners were selected from a wide variety of courses such as nursing, business, hairdressing, information technology, engineering, retail and community services.

Scholarship winner Lisa Doolan said winning the scholarship made a real difference to her ability to keep studying whilst working part time and being a parent. "I had a serious illness for more than 12 months, so enrolling in Certificate III in Aged Care at GOTAFE is my way of getting going again," said Lisa.

"This scholarship is a great encouragement to continue with my plans. I want to eventually progress to a Bachelor of Nursing at university and GOTAFE is the pathway that will get me there."

Twenty one students from GOTAFE and 20 students from the Wangaratta Technical Education Centre received scholarships.

## Careers Day Out success for regional schools

More than 1,500 students from the Goulburn Valley region attended the 10th annual Careers Day Out in Shepparton in May to find out about career opportunities, further education and training.

The annual careers expo aimed at Year 10 students played host to students from 19 secondary schools from the surrounding areas. The students converged on the Shepparton Sports Stadium where more than 50 exhibitors with representatives from the State's universities, TAFE's, industry bodies and large organisations showcased the many opportunities available to students after completing school.

As the contracted event organiser, GOTAFE led the way in helping the Careers Day Out committee celebrate 10 years of operation. Careers Day Out continues to be an event that GOTAFE is very proud to be involved with. The event is still going strong after 10 years because it is a quality experience for those students attending.

Each year Careers Day Out is held within the National Career Development week and run in conjunction with a Health Careers Expo at GV Health for students wishing to pursue a career in health.

A feature of the day is the Interactive Panel Session where students can hear first hand from those within their area of interest speak about what they do each day. Panelists describe their likes and dislikes, offer personal advice and answer questions.

Careers Day Out makes for a fun day out of the classroom with the real benefit of securing work experience placements and much needed insight before VCE subject selection.

## GOTAFE Celebrates NAIDOC Week

GOTAFE was proud to have been a part of National Aborigines and Islanders Day Observance Committee (NAIDOC) Celebrations in Shepparton and Wangaratta during July 3-10. NAIDOC is a celebration of Aboriginal and Torres Strait Islander cultures and gives everyone within the community an opportunity to recognise the contributions of Indigenous Australians.

The theme for this year's week long celebration was 'Change: the next step is ours' emphasising that whilst we have come a long way there is still further to go. NAIDOC Week has seen GOTAFE staff attend local flag raising ceremonies and a greater community family day. GOTAFE also contributed toward celebrations held at Bangerang Cultural Centre and the Dirrawarra Network NAIDOC celebrations held in Wangaratta.

GOTAFE's Koorie Education Unit also played host to the Greater Shepparton Indigenous Community at the Weaving Sharing Day on Monday 27 June. The event was held at The Connection and served as a celebration of culture and the culmination of a three year long Weaving Project.

The project saw the participation of 20 Indigenous women from the surrounding area and encouraged the contemporary expression of weaving techniques traditional to this area.

Cultural arts students from GOTAFE worked side by side community members both young and old to regenerate the coil style of weaving that is traditional to this area.

The 'Weaving Across Walls' DVD and 'Weaving Journey' booklet were both launched at the Sharing Day providing a retrospective of the journey.

Councillor Jenny Houlihan attended and spoke of the proposed Indigenous Weaving Garden in Kialla which will sustain the art form by providing a source of material for future weavers.

## Ride to work day promotes healthy living

The Centre Active Recreation Network (CARN) and GOTAFE Wangaratta 'worked in tandem' to provide a 'Ride to Work' and 'Walktober' opportunity for the Wangaratta Community.

Both the 'Ride to Work' and 'Walktober' are initiatives to encourage the community to get active, get physical and get social.

The Centre's CEO, Danny O'Donoghue and GOTAFE's Commercial and Operations Manager, Andrew Kay, led the way by signing up for a duet performance to participate in the ride on one of the CARN Sports Library tandem bikes.

The ride started at GOTAFE in Docker Street, Wangaratta with riders cycling along a specially planned cycling route which coincided with three designated 'Walktober' start points at Apex Park, Vincent Road Bridge and Phillipson St Bridge. The final destination for both the riders and walkers routes was GOTAFE's Docker Street Campus where a free breakfast was provided for all participants.

## Staff participate in Shave for a Cure

GOTAFE staff members Craig Mathisen and Fiona Le Gassick raised almost \$600 when they participated in the Shave for a Cure fundraiser at the Fryers Street Campus, Shepparton. Craig and Fiona were willing to have their hair 'treated' for \$250 and far exceeded that total with online donations and cash contributions on the day.

The fundraiser was held during the regular morning tea with GOTAFE hairdressing trainers and students assisting Craig to lose his hair and Fiona to have hers coloured for the cause. A large crowd of onlookers were able to listen to first hand accounts of the impact leukaemia has on families with Fiona's husband Grant Searle and Innovent consultant Carol Mifka talking about their experiences of battling and surviving the cancer.

# Statutory Requirements & Statements

The Institute's 2011 Annual Report has been prepared in accordance with the requirements of the *Freedom of Information Act 1982*, *Building Act 1993*, *Tertiary Education Act 1993*, Directions of the Minister for Finance issued under section 8 of the *Financial Management Act 1994*, the Decision of Public Accounts and Estimates Committee of Parliament, the *Public Sector Management and Employment Act 1998*, the OHS Improvement Strategy for the Victorian Budget Sector, Department of Treasury and Finance (October 2001) and the *Whistleblowers Protection Act 2001*.

The required reporting appears throughout this publication, either in the main body of the Annual Report or on the following pages. A Compliance Index appears at the end of this publication to facilitate identification of compliance with statutory disclosure requirements.

## Additional Information Available on Request

Consistent with requirements of the *Financial Management Act 1994*, GOTAFE has prepared material on the following items, details of which are available to the relevant Minister, Members of Parliament and the public on request:

- » statement regarding declarations of pecuniary interest
- » shares held by senior officers beneficially or as nominees of a statutory authority or subsidiary
- » publications
- » changes in prices, fees, charges, rates and levies
- » major external reviews
- » major research and development activities
- » industrial relations issues
- » major committees sponsored by GOTAFE
- » overseas visits taken

Enquiries regarding details of any of the above should be addressed to:

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Chief Executive Officer  
GOTAFE  
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SHEPPARTON, VICTORIA, 3630

Phone: 1300 GOTAFE (1300 468 233)  
Email: pculpan@gotafe.vic.edu.au  
Web: www.gotafe.vic.edu.au

## Asset Management

GOTAFE's aim is for the provision of quality infrastructure which are compliant with the following:

- » *Building Act 1993*
- » Building Regulations 2006
- » Building Code of Australia
- » *Disability Act 2006*

Actions for 2011 included:

- » completion of Asset Management Plan
- » program, reactive and general maintenance and repairs of buildings, plant and grounds across all campuses
- » management of compliance to Essential Safety Measures with Building Commission
- » management of compliance to Cooling Towers System with Building Commission
- » commissioning of a facilities audit by external consultancy out to five years
- » minor works undertaken as a result of the facilities audit
- » commencement of capital project at Wangaratta for Automotive Trade Training Centre in partnership with a cluster of local secondary schools due for completion in early 2012

## Occupational Health & Safety

GOTAFE is committed to the provision of a safe and healthy working environment for staff, students, contractors and visitors. During 2011, the Institute implemented its 2010-2011 Occupational Health and Safety (OHS) Plan, which incorporated the development of OHS action plans at the Centre Manager level. Key performance indicators were developed through the OHS Committee to monitor Institute OHS performance.

Key Performance Indicators and Achievements for the 2011 year included:

1. **Review of the 2009-2010 OHS Plan was completed and the 2011-2012 OHS Strategy developed**
2. **Implementation of systematic review and revision of OHS procedures:**
  - » 93% of the Institute OHS documentation was current and not due for review at the end of the year
3. **Maintenance of incident reporting, follow-up and finalisation processes:**
  - » There were 183 incidents reported within the Institute during 2011, an increase in number of 14 incidents in total from 2010. All reported incidents in 2011 have been finalised in terms of follow up risk control measures. There are no incidents outstanding from previous years
  - » 18 of the incidents reported in 2011 were near misses
  - » 5 incidents were related to property damage
4. **Provision of OHS training for Institute staff in identified priority areas, with training programs delivered in the following areas:**
  - » Fire and Evacuation Warden Training - 4 participants
  - » First Aid Training: Apply First Aid - 38 participants
  - » First Aid Training: Advanced First Aid - 1 Participant
  - » First Aid Training: CPR & Defibrillator update - 12 participants
  - » Introduction to OHS for Supervisors and HSR's - 3 participants
  - » Contractor Induction - 37 participants
5. **Implementation of systematic hazard identification process:**
  - » As part of the OHS action planning process, all Centres undertook a schedule of workplace hazard inspections during which 606 inspections were conducted
6. **Risk Assessments of Plant and Equipment, Manual Handling and Chemicals took place at the workplace level:**
  - » 418 Plant safety assessments and safe work procedure reviews were conducted
  - » 105 Manual Handling and Workstation Ergonomic assessments were conducted
  - » Material Safety Data Sheet (MSDS) were obtained and/or reviewed for new chemicals and existing chemicals where the MSDS had expired. 88 chemical safe work procedures were reviewed.
7. **Workcover & Injury Management Performance:**
  - a) The Institute Lost Time Injury Frequency Rate (LTIFR) for 2011 Workcover claims was calculated for Standard Workcover claims, and All Workcover claims (Standard and Minor) as per AS1885. The LTIFR is the number of occurrences of injury/disease for each one million work hours worked and is used to measure OHS trends over time. Results for 2011 were:
    - (i) Standard Workcover claims - 4.13 occurrences/million work hours (a slight increase on 2010)
    - (ii) All Workcover cover claims - 8.26 occurrences/million work hours (equivalent to 2010).
  - b) The Incidence Rate for Workcover leave claims for 2011 was 0.98 incidents per 100 workers/annum (equivalent to 2010)
  - c) The Average Time Lost Rate (ATLR) for lost time injuries was measured as an indicator of injury/illness severity and the effectiveness of the injury management return to work system. The ATLR for each 2011 claim was 23.14 days (significantly lower than 2010).
8. **Several Health & Safety initiative programs were introduced during 2011. These were:**
  - » provision of additional Automatic External Defibrillators (AED's). Two new AED's have been purchased and installed to complement the six AED's previously purchased.
  - » provision of information sessions on Bullying and Stress Management to Team Leaders and Managers
  - » development of an integrated Bullying and Stress Management complaint handling procedure that will be rolled out to all staff in 2012
  - » development of a PC based contractor Health and Safety Induction Program. This induction system will be implemented during 2012
  - » completion of a full audit and restocking of all First Aid facilities across major campuses
  - » completion of a full facilities audit of all campuses by external consultancy. All health and safety related improvement works identified have been fully funded for completion during 2011/2012.

## Freedom of Information

GOTAFE operates in accordance with the *Freedom of Information Act 1982* and its amendments.

During 2011 there were no requests received for access to Institute documents or information under the *Freedom of Information Act 1982* legislation.

The authorised Freedom of Information Officer for the Institute is the General Manager Finance and Infrastructure, who is responsible for the initial receipt and action upon requests for information or access to a document or record. Enquiries regarding access can be made by phone to the General Manager, Business on 1300 GOTAFE (1300 468 233) in the first instance. Formal requests for access to documents or records under Freedom of Information are required to be directed in writing to:

### *The Chief Executive Officer*

*Attention: Freedom of Information Officer  
GOTAFE*

*152 – 200 Fryers Street,  
SHEPPARTON, VICTORIA, 3630*

Charges for access are in accordance with the Freedom of Information (Access Charges) Regulations 1983.

## Whistleblower's Protection

GOTAFE has a procedure in place to meet the requirements of the *Whistleblowers Protection Act 2001*.

There were no disclosures made to the Institute during 2011, nor any disclosures referred to or from the Ombudsman or taken over by the Ombudsman. There were no recommendations made by the Ombudsman under the Act that related to the Institute.

## Consultants

The Institute engaged eight (8) consultants during 2011; costs totalled \$174,300

There were no consultants engaged during 2011 that were in excess of \$100,000

## Competitive Neutrality

The Institute has a clearly established policy on Competitive Neutrality that helps ensure compliance with Government legislation within the spirit of the National Competition Policy and the Victorian Government's Competitive Neutrality Principles. This policy is applicable to commercial activity and to pricing of bids for that part of government-funded education and training that is advertised for competitive tender. The Institute has developed and maintained a pricing model that ensures prices charged for business activity reflect all costs applicable and that all advantages and disadvantages of Government ownership are included in pricing calculations.

## Non-Academic Fees, Subscriptions & Charges

2011 students enrolling in government-funded programs were provided a brochure on Institute Fees and Charges. This detailed:

- » Fees and charges
- » Exemptions and concessions information
- » Financial assistance and refunds
- » Student Services and Amenities Fee

Fees and charges and Student Services information was also available on the Institute's website.

The purpose for which the Institute collected the Student Services and Amenities Fee was to provide a range of services and amenities to students. The management of the funds from the fees was delegated to the Manager Student Services through budgets.

In 2011 the Institute collected a net amount of \$419,211 from the application of the Student Services and Amenities Fee. This amount was fully expended on student services, amenities and activities, which included orientation activities, student handbook, youth pathway plans, counselling, disability support, first aid assistance and student activities, support and information on various topics, accommodation, public transport, course advice and fee payment assistance and health information.

The expenditure was as follows:

- » Salary of Student Services Officers and Counselling Officers - \$836,338
- » Non-Salary - \$70,988

The services provided by the Institute for students were further detailed within the Student Services brochures provided at the point of enrolment and displayed and made freely available throughout the Institute and on the GOTAFE website.

## External Reviews

There were no major external reviews carried out on the Institute in 2011.

## Risk Management

Attestation on compliance with the Australian/New Zealand Risk Management Standard

***Attestation on compliance with the Australian/New Zealand Risk Management Standard***

I, Michael Tehan, Chair of the Goulburn Ovens Institute of TAFE (GOTAFE) Board, certify that the Goulburn Ovens Institute of TAFE (GOTAFE) has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard (or equivalent designated standard) and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. The audit committee verifies this assurance and that the risk profile of GOTAFE has been critically reviewed within the last 12 months.



**Michael H. Tehan**  
**Chair of the Board**  
**GOTAFE**  
**January 2012**



# VAGO

Victorian Auditor-General's Office

## INDEPENDENT AUDITOR'S REPORT

### To the Members of Goulburn Ovens Institute of Technical and Further Education

#### The Statement of Performance

The accompanying statement of performance of the year ended 31 December 2011 of the Goulburn Ovens Institute of Technical and Further Education comprises the statement, the related notes and the declaration has been audited.

#### The Board Members' Responsibility for the Statement of Performance

The Board Members of Goulburn Ovens Institute of Technical and Further Education are responsible for the preparation and the fair presentation of the statement of performance in accordance with the *Financial Management Act 1994* and for such internal control as the Board Members determine is necessary to enable the preparation of the statement of performance that is free of material misstatement, whether due to fraud or error.

#### Auditor's Responsibility

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the statement of performance based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the statement of performance is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the statement of performance. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the statement of performance, whether due to fraud or error. In making those risk assessments, consideration is given to internal control relevant to the entity's preparation and fair presentation of the statement of performance in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the statement of performance.

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

#### Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Level 24, 35 Collins Street, Melbourne Victoria 3000

Telephone 61 3 8601 7000 Facsimile 61 3 8601 7010 Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au) Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

*Auditing in the Public Interest*

# VAGO

Victorian Auditor-General's Office

## Independent Auditor's Report (continued)

### Opinion

In my opinion, the statement of performance of the Goulburn Ovens Institute of Technical and Further Education in respect of the 31 December 2011 financial year presents fairly, in all material respects, and in accordance with the *Financial Management Act 1994*.

### Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the Goulburn Ovens Institute of Technical and Further Education for the year ended 31 December 2011 included both in the Goulburn Ovens Institute of Technical and Further Education's annual report and on the website. The Board Members of the Goulburn Ovens Institute of Technical and Further Education are responsible for the integrity of the Goulburn Ovens Institute of Technical and Further Education's website. I have not been engaged to report on the integrity of the Goulburn Ovens Institute of Technical and Further Education's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.



**D D R Pearson**

*Auditor-General*

Melbourne, 13 March 2012

Level 24, 35 Collins Street, Melbourne Victoria 3000

Telephone 61 3 8601 7000 Facsimile 61 3 8601 7010 Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au) Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

*Auditing in the Public Interest*

## GOULBURN OVENS INSTITUTE OF TAFE STATEMENT OF PERFORMANCE

FOR YEAR ENDED 31 DECEMBER, 2011

In our opinion, the accompanying Statement of Performance of the Goulburn Ovens Institute of Technical and Further Education, in respect of the year ended 31 December 2011, is presented fairly in accordance with the *Financial Management Act 1994*.

The Statement outlines the performance indicators as determined by the responsible Minister, pre-determined targets and the actual results for the year against these indicators, and an explanation of any significant variance between the actual results and performance targets.

At the date of signing, we are not aware of any circumstance that would render any particulars included in the Statement to be misleading or inaccurate.



**Michael Tehan**

*Chair of the Board*  
Shepparton, 8 March 2012



**Paul Culpan**

*Chief Executive Officer*  
Shepparton, 8 March 2012



**Geoffrey Cobbedick**

*Chief Finance & Accounting Officer*  
Shepparton, 8 March 2012

## Statement of Performance for Year Ended 31 December, 2011

KPI	Definition	2011 Target	2011 Actual
<b>STRATEGIC ALIGNMENT</b>			
Participation of 15-24 year olds	No. of Students within the age group	No target set	6,937
Participation of 25-64 year olds	No. of Students within the age group	No target set	9,804
<b>TRAINING OUTCOMES</b>			
Module Load Completion Rate	Scheduled hours assessed and passed or satisfactorily completed / Total scheduled hours reported less hours recorded with Credit Transfer and continuing studies outcomes.	No target set	84.00%
Student Satisfaction	Of the student surveys returned, the proportion of graduates satisfied with the overall quality of training.	90.00%	89.80%
<b>FINANCIAL MANAGEMENT</b>			
Total Cost per Student Contact Hour (SCH)	Total funded expenditure (excluding Capital) / Total SCH	No target set	\$13.71
Working Capital Ratio	Current Assets / Current Liabilities (adjusted to exclude long-term benefits in current liability measured at present value)	> 1.5 : 1	2.89 : 1
Net Operating Margin	Funded Operating Surplus / Total Revenue (excl Capital)	2.10%	-2.86%
Fee for Service Revenue	Fee for Service Revenue / Total Revenue (excl Capital)	17.76%	15.45%
<b>ORGANISATIONAL MANAGEMENT</b>			
Revenue per EFT Staff	Total Revenue (excl Capital) / Average EFT Staff	\$126,337	\$125,731
Student Contact Hours	Total number of student contact hours delivered against contracted delivery	No target set	4,014,291
<b>ENVIRONMENT</b>			
Energy Consumption	Percentage change in energy consumption for Electricity, Gas, LPG, Green Power and Heating Oil:		
	Electricity	-4.0%	-3.2%
	Gas	-4.0%	-6.3%
	Green Power Electricity	25% of electricity as Green Power	27.8% of electricity as Green Power

2010 Actual	2011 % Variance to Target	2011 % Variance to 2010 Actual	Comments
6,634	-	4.57%	No target was set for this cohort but the increase in the number of students aged 15-24 between 2010 and 2011 reflects the additional effort the Institute is making to attract and retain students undertaking pre-apprenticeship, apprenticeship, traineeship, disengaged youth and VCAL programs.
9,951	-	-1.48%	No target was set for this cohort but the minor decrease in students aged 25-65 between 2010 and 2011 implies that additional language, literacy and numeracy and other returning-to-study support networks need to be offered to retain mature age students, together with the increased development of tertiary pathways to higher education qualifications to attract mature age students.
87.00%	-	-3.45%	The Institute has implemented retention strategies at the student support level, which have resulted in a steady improvement in retention and completion rates in recent years, from 82% in 2008. The decrease in the MLCR rate is a disappointing outcome for 2011, with a variety of factors involved, including social and economic.
88.50%	-0.22%	1.47%	An improvement on the 2010 result, and above the overall Victorian TAFE average (88.9%). The Institute continues to implement strategies to improve the quality of training to students.
\$10.21	-	34.28%	In 2011 the Institute made significant expenditures on activity that did not relate to the generation of SCH, but which increased the cost per SCH well above anticipated MBA and EBA salary increases and anticipated non-salary expenditure increases.
3.08:1	-	-6.17%	An outcome in excess of the minimum requirement specified by the Institute Board, and a slight decrease from that of 2010. The level of current assets held by the Institute has increased significantly during 2011, however current liabilities have also increased resulting in a proportional reduction.
3.96%	-229.05%	-168.43%	The poor performance in 2011 resulted from an under-performance against planned Government-funded training and a poor fee-for-service income result against budget together with increased salary costs.
14.28%	-13.01%	8.19%	Despite under-performance against budget, there was an increase in fee-for-service delivery activity and fee levels in 2011 compared to 2010. Funding relating to Technical Education Centre activity transferring from government contributions to fee-for-service Income accounted for the majority of this variation.
\$127,193	-0.48%	-1.15%	Income from both Government-funded activity and fee-for-service income is below budget, and with staffing levels maintained, a lower ratio has been recorded.
3,983,765	-	0.77%	Apart from Corrections Education and other minor delivery targets stipulated within the Service Agreement, no specific SCH target was set for 2011 other than that developed by the Institute itself as part of its budgeting process. As noted elsewhere in this Report, the Institute under-performed against its planned Government-funded training activity.
-0.1%	-20.0%	3100.00%	The Institute implemented energy savings measures during 2011, resulting in decreases in both electricity and natural gas consumption compared to the 2010 period. The Institute had expanded the purchase of Green Energy to a minimum of 25% of electricity consumption across the Institute by 30th June 2010. in accordance with Victorian State Government policy, and presently stands at 27.8%
-15.6%	+57.5%	-59.62%	
25.0%	+11.2%	11.20%	
			In comparing the actual vs target energy consumption, it should be noted that the target may take no account of energy usage arising from additional facilities and building areas, and increases in program delivery and activity that may occur during the Agreement period. Such increases may be evident in the full year effect of new campus locations and capital works to expand existing campus facilities, as well as increases in program delivery and room utilisation.

## Disclosure Index

The Institute's Annual Report is prepared in accordance with the *Financial Management Act 1994* and the Directions of the Minister for Finance. This index has been prepared to facilitate identification of compliance with statutory disclosure requirements.

REPORTING REQUIREMENT	Source Reference	Page Number
1. The Report of Operations is to include qualitative and quantitative information on operations of the Institute and should 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:  the Institute and its activities;  operational highlights for the reporting period;  future initiatives  other relevant information not included in the financial statements.	SD 4.2(g)  FRD 22	4 - 69
2. The Report of Operations must be prepared in accordance with the requirements of the Financial Reporting Directions.	SD 4.2(h)  FRD 22	67
3. Signature of responsible person - attestation on compliance with the Australian/New Zealand Risk Management Standard	SD 4.5.5	64
4. 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 Agency, a member of the Responsible Body.	SD 4.2(j)  FRD 22	4 - 5

### STANDARD DISCLOSURES IN THE REPORT OF OPERATIONS

#### General Information

5. Manner of Establishment, including the relevant Minister.	FRD 22	2
6. The Institute's objectives, functions, powers and duties, linked to a summary of its activities, programs and achievements for the reporting period.	FRD 22	4 - 59
7. Nature and range of service provision, including the communities served.	FRD 22	2
8. Organisational chart(s) detailing members of the governing Board and the CEO, and organisational chart/s detailing occupants of senior offices and their responsibilities.	FRD 22	6 - 13

#### Governance (Recommendations of the TAFE Governance Review, May 2003)

9. Outline of the structure of the Board including: committees of the board; descriptions of their functions the names of the members of each committee.	TAFE Gov. Review	6 - 10
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10.	Outline of the structure of the Board including <ul style="list-style-type: none"> <li>» names and qualifications of members of the board, including knowledge, experience and skills</li> <li>» a summary of the number of meetings attended by each board member</li> </ul>	TAFE Gov. Review	6 - 10
11.	Summary of training undertaken by Board members throughout the year, including the number and type of programs.	TAFE Gov. Review	10
12.	A summary of performance and activities of a board including a brief description of the values of a board and whether there is a code of conduct used to guide board decisions.	TAFE Gov. Review	10
13.	Statement on work force data for the current and previous reporting periods.	FRD 22	47
14.	Statement on the application of employment and conduct principles.	FRD 22	46
15.	Statement on occupational health and safety, including appropriate performance indicators, outlining the Institute's performance against such indicators; Institute should include details of assessments and measures taken to improve the occupational health and safety of employees.	FRD 22	62
16.	A general statement on industrial relations within the Institute and details of time lost through industrial accidents and disputes.	FRD 22	46

## DISCLOSURE INDEX

17.	The disclosure index is to contain a list identifying the relevant clauses of Victorian legislation, including statutory disclosure requirements.	FRD 10	70
18.	A short description of the relevant requirement.	FRD 10	70
19.	The page in the Annual Report where satisfaction of the relevant requirement is disclosed.	FRD 10	70 - 75

## DISCLOSURES

### Disclosure of ex gratia payments

20.	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 statements.	FRD 11	n/a
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### Disclosures of responsible persons

21.	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.	FRD 21A (1) (a)	Financial Reporting Framework Note 24-1 (ii)
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### Disclosures of remuneration of Executive Officers

22.	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.	FRD 21A (1) (b)	Financial Reporting Framework Note 24
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23.	An analysis of remuneration of responsible persons in bands of \$10,000, listing the number of responsible persons whose actual remuneration for the period falls within each band.	FRD 21A (1) (c)	Financial Reporting Framework Note 24
24.	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.	FRD 21A (1) (d)	Financial Reporting Framework Note 24
25.	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. To ensure disclosures for executive officer remuneration are meaningful, additional information may need to be disclosed about the nature of such remuneration.	FRD 21(2) (a)	Financial Reporting Framework Note 24
26.	Base remuneration should be disclosed separately from actual remuneration. Any significant variations between total and base remuneration should be supported by explanatory commentary.	FRD 21 (2) (b)	Financial Reporting Framework Note 24
27.	Accrual principles apply in determining remuneration levels which requires that all amounts received or receivable by the individual are disclosed.	FRD 21 (2) (c)	Financial Reporting Framework Note 24
<b>FINANCIAL INFORMATION</b>			
28.	Summary of financial results with comparative information for preceding four years.	FRD 22	53
29.	Summary of significant changes in financial position.	FRD 22	n/a
30.	Summary of operational and budgetary objectives, including performance against objectives and significant achievements.	FRD 22	4 - 5, 14 - 59, 61 - 62
31.	Events subsequent to the balance date which may have a significant affect on operations in subsequent years and a summary of major changes affecting the achievement of operational objectives.	FRD 22	Financial Reporting Framework Note 21
32.	For each consultancy values in excess of \$100,000 set out Schedule listing the consultants engaged Summary of project involved Total project fees approved (excluding GST) Expenditure for the reporting period (excluding GST) Future commitments relating to the consultant	FRD 22	63
33.	Total number of consultancies individually valued at less than \$100,000 (exclusive of GST)	FRD 22	63
34.	Total expenditure (exclusive of GST) of these consultancy arrangements.	FRD 22	63
35.	Financial information must be consistent with that included in the financial statements.	FRD 22	Refer to Financial Report



36.	The Report of Operations should be presented in a format that complements the financial report as a whole: <ul style="list-style-type: none"> <li>» containing any additional information the accountable officer or the governing board considers appropriate; or</li> <li>» any information which has been mandated by other authoritative pronouncements.</li> <li>» 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</li> </ul>	FRD 22	4 - 69
37.	The Report of Operations must include in its report of operations an audited statement of performance including: <ul style="list-style-type: none"> <li>» the relevant performance targets and indicators as determined by the responsible Minister;</li> <li>» the actual results achieved for that financial year against pre-determined performance targets and indicators; and</li> <li>» an explanation of any significant variance between the actual results and performance targets indicators.</li> </ul>	FRD 27	65 - 69
<b>OTHER RELEVANT INFORMATION</b>			
38.	Summary of Application of Freedom of Information Act (1982). (Including amendments of 3 August 2007).	FRD 22	63
39.	Statement on compliance with building and maintenance provisions of the Building Act 1993. (Including amendments of 1 July 2007).	FRD 22	61
40.	Summary of the application and operation of the Whistleblowers Protection Act 2001 (including amendments of 1 July 2007) and disclosures required by this Act.	FRD 22	63
41.	Statement on implementation and compliance with National Competition Policy, including a statement on compliance with policy statements "Competitive Neutrality: A Statement of Victorian government Policy"; "Victorian Government Timetable for the Review of Legislative Restrictions on Competition"; and Any subsequent reforms.	FRD 22	63
42.	Summary of environmental performance.	FRD 22	56 - 57, 68 - 69
43.	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).	FRD 22	61
44.	Statement that declarations of pecuniary interests have been duly completed by all relevant officers.	FRD 22	61
45.	Details of shares held by senior officers (as nominees or held beneficially in a statutory authority or subsidiary).	FRD 22	61
46.	Details of publications produced by the entity about itself and how they can be obtained.	FRD 22	61
47.	Details of major promotional, public relations and marketing activities undertaken to develop community awareness of the Institute and its services.	FRD 22	15 - 59
48.	Details of changes in prices, fees, charges, rates and levies charged by the Institute.	FRD 22	61

49.	Details of any major external reviews carried out on the Institute.	FRD 22	63
50.	Details of major research and development activities undertaken by the Institute.	FRD 22	39 - 42
51.	Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit.	FRD 22	61
52.	List of major committees sponsored by the Institute, the purposes of each committee and the extent to which the purposes have been achieved.	FRD 22	61

### OVERSEAS OPERATIONS OF VICTORIAN TAFE INSTITUTES

53.	Financial and other information on initiatives taken or strategies relating to the Institute's international operations.	PAEC	55
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### AUDITOR GENERAL

#### Recommendation in relation to Overseas Operations of Victorian TAFE Institutes - 3.110 Auditor General, Special Reviews, 30 June 2002.

54.	Information in Annual Reports of TAFE Institutes should include: <ul style="list-style-type: none"> <li>» Nature of strategic and operational risks</li> <li>» Strategies established to manage such risks</li> <li>» Performance measures and targets formulated for off shore operations</li> <li>» Extent to which expected outcomes have been achieved</li> </ul>	3.110	n/a
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### FINANCIAL REPORTING DIRECTION 27 – PRESENTATION OF REPORTING AND PERFORMANCE INFORMATION

#### Audited Statements of Key Performance Measures (KPIs) must include an audited statement of performance for certain KPIs.

55.	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) <ul style="list-style-type: none"> <li>» Participation of 15-24 year olds</li> <li>» Participation of 25-64 year olds</li> <li>» Module Load Completion Rate</li> <li>» Student satisfaction</li> <li>» Total Cost per Student Contact Hour (SCH)</li> <li>» Working Capital Ratio</li> <li>» Net Operating Margin</li> <li>» Fee for Service Revenue</li> <li>» Revenue per EFT Staff</li> <li>» Student Contact Hours (SCH)</li> <li>» Energy Consumption</li> </ul>	FRD 27A	67 - 68
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### B) FINANCIAL STATEMENTS

#### Part 7 of the Financial Management Act 1994 *Financial Management Act 1994 (FMA)*

56.	Must contain such information as required by the Minister.	FMA 49 (a)	Financial Report Note 1
57.	Must be prepared in a manner and form approved by the Minister.	FMA 49 (b)	Financial Report Note 1
58.	Must present fairly the financial transactions of the department or public body during the financial year to which they relate.	FMA 49 (c)	Financial Report Note 1
59.	Must present fairly the financial position of the department or public body as at the end of that year.	FMA 49 (d)	Financial Report Note 1
60.	Must be certified by the accountable officer for the Department or public body in the manner approved by the Minister.	FMA 49 (e)	Financial Report pg 1-3

**The Financial Statements must be prepared in accordance with:**

61.	Australian Accounting Standards (AAS and AASB standards) and other mandatory professional reporting requirements (including Urgent Issues Group Consensus Views and Statements of Accounting Concepts).	SD 4.2 (a)	Financial Report Note 1
62.	Financial Reporting Directions.	SD 4.2 (a)	Financial Report Note 1
63.	Business rules.	SD 4.2 (a)	Financial Report Financials

**The Financial Statements are to comprise the following:**

64.	Operating Statement.	SD 4.2 (b)	Financial Report pg 5
65.	Balance Sheet.	SD 4.2 (b)	Financial Report pg 6
66.	Statement of recognised income and expenses.	SD 4.2 (b)	Financial Report Note 2-7
67.	Cash Flow Statement.	SD 4.2 (b)	Financial Report pg 8
68.	Notes to the financial statements.	SD 4.2 (b)	Financial Report Note 1, 1.22 & 2-7

**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.	The financial statements present fairly the financial transactions during the reporting period and the financial position at the end of the period.	SD 4.2 (c)	Financial Report pg 1-3
70.	The financial statements are prepared in accordance with this direction and applicable Financial Reporting Directions.	SD 4.2 (c)	Financial Report pg 1-3
71.	The financial statements comply with applicable Australian account standards (AAS and AASB standards) and other mandatory professional reporting requirements (including Urgent Issues Group Consensus Views and Statements of Accounting Concepts).	SD 4.2 (c)	Financial Report pg 1-3 & Note 1

NOTES