ANNUAL REPORT

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2013

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Transmittal Certificate

Ms Joy Burch MLA
Minster for Education and Training
ACT Legislative Assembly
Civic Square, London Circuit
CANBERRA ACT 2601

Dear Minister

I present to you the ***Canberra Institute of Technology Annual Report 2013***.

This Report has been prepared under section 6(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements under the Annual Report Directions.

It has been prepared in conformity with other legisation applicable to the preparation of the Annual Report by the Canberra Institute of Technology.

I certify that the attached Annual Report is an honest and accurate account and that all material information on the operations of Canberra Institute of Technology during the period 1 January 2013 to 31 December 2013 has been included.

I hereby certify that fraud prevention has been managed in accordance with Public Sector Management Standards, Part 2.

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you cause a copy of the Report to be laid before the Legislative Assembly within 3 months of the end of the reporting period.

Your sincerely

Adrian Marron
Chief Executive
19 March 2014

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From the Chief Executive

Adrian Marron
Chief Executive

I am pleased to present the 2013 Canberra Institute of Technology (CIT) Annual Report.

The mission of CIT is to change lives through the provision of quality education and skills development for industry, the individual and the community. In delivering on that mission in 2013 CIT dealt not only with a range of planned events but also with the inevitable exogenous shocks that occur in different forms every year.

2013 was a year which presented many challenges for CIT, including the ongoing turbulence in the National TAFE environment as well as specific ACT matters, one of which was the continuing work CIT engaged in to implement the ACTPS common values, code of conduct and signature behaviours to build effective mechanisms for dealing with workplace issues.

Throughout the year, CIT was supported by its staff, students and clients in achieving its goals. This communal effort was a very important and defining element of CIT in 2013 as it strived to deliver services, refocus its strategic plan and improve its internal structure.

With the help of the community it serves, CIT developed a dynamic strategic plan which clearly articulates its purpose, how it will be prosecuted and how success will be measured. CIT also implemented a major internal restructure centred round a model of matrix management, after rigorous analysis and extensive consultation. These achievements provide a strong position for CIT to move forward in the changing environment, including meeting the challenges posed in the National Partnership Agreement on Skills Reform that will begin to impact during 2014 and into 2015.

In recording these achievements I must also acknowledge the tremendous work and leadership provided by Acting Chief Executive Ms Jenny Dodd, and the whole CIT team as they steered CIT through the year. Ms Dodd had to quickly take charge as I had to take extended sick leave. It is a testament to the success the team achieved that all delivery targets were met and student and employer satisfaction remained very high.

During this year of challenges CIT was again strongly supported by the CIT Council which not only provided advice, but also a solid foundation for the operation of CIT. The CIT Council commissioned an external report on the future governance of CIT to help them in their role of providing advice to the Minister for Education and Training. The report provides positive directions as the organisation moves through the changes expected in coming years.

The report also highlighted that CIT is perhaps in a stronger position than some of its contemporary institutions in responding to the rapidly changing VET environment.

The international student numbers for CIT have remained strong but would be stronger still if there was a relenting, for organisations like ourselves, in terms of streamlined visa applications and the possibility of post course paid work experience.

The year saw many highlights for CIT -

1. Learner satisfaction remains at over 92% and employer satisfaction is at 89%.

2. The ACT Government subsidised training places in the ACT were met plus CIT introduced VET FEE-HELP into a couple of courses where student feedback indicated they wished to access a government loan.

3. CIT demonstrated the value of being the ACT's public provider by being there to provide needed training for the ACT in key regulated trade areas, in particular in 2013 in the electrical trades, as well as responding to post trade demand for commercial short courses in specific trade areas.

4. A relationship with India has been established for different forms of delivery of vocational education, our forensic science partnerships in the Middle East continue, and CIT has retained good international student numbers.

5. Existing and new commercial contracts have been sustained or established either through CIT Solutions or through CIT Business, Tourism and Accounting, thus providing alternate sources of revenue for CIT and sustainable business growth.

6. CIT received a further seven year accreditation as a higher education provider and has been one of a limited number of higher education providers offered the opportunity to apply for streamlined student visas for our higher education programs.

7. The two CIT students from 2012 who were named Australian Apprentice of the Year and Australian Vocational Student of the Year have been excellent ambassadors. Once again CIT was successful at the Australian Awards for Training Excellence with our student Ian Goudie being runner up Australian Vocational Student of the Year 2013.

8. Consultation on CIT's next strategic direction concluded with the launch of CIT's strategic plan, **CIT 2014–2016**, on 31 January 2014.

Facing the future as a confident, resilient organisation sure of its mission, CIT looks forward to 2014 and focusing on LEARNERS, PEOPLE and PARTNERS as it delivers for the ACT community.

SECTION A

Performance and Financial Management Reporting

CIT student Ian Goudie (left) was awarded 2013 Runner Up Australian Vocational Student of the Year at the Australian Awards for Training Excellence.

WorldSkills Australia winner Luke Wray (right) travelled to Germany in 2013 for WorldSkills International as CIT's Skillaroo for wall and floor tiling.

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Role

Canberra Institute of Technology (CIT) is a publically owned technical and further education (TAFE) institute, providing vocational education and training (VET) to the Australian Capital Territory (ACT) and region. CIT is the largest registered training organisation (RTO) in the ACT and is committed to excellence in delivering its statutory functions. These functions are set out in the *Canberra Institute of Technology Act 1987* (CIT Act) and include:

– *"to conduct, mainly in the ACT, an educational institution to foster excellence in study in the fields of technical and further education that the director, with the Minister's written approval, decides or the Minister requires*

– *to provide courses and programs, and to use the facilities and resources of the institute, to advance and develop knowledge and skill in the fields of technical and further education*

– *to support industry and commerce, and to assist the development of industry and commerce and the community, in the ACT*

– *to promote the development of community awareness and appreciation of technical and further education*

– *to confer awards to people who have completed courses of studies at the institute*

– *to confer honorary awards*

– *to consult and cooperate with other entities in relation to the provision of technical and further education*

– *to make suitable financial arrangements with industry and commerce for the purposes of its functions."*

Providing training to the ACT and region

CIT provides an extensive range of vocational education programs, including short courses, trade and other certificates, diplomas and advanced diplomas. CIT also provides a small number of higher education degrees and has a range of strategic partnerships with universities and other educational organisations to jointly deliver programs and provide pathways to further training.

By cultivating and maintaining strong links with government and local and regional industries, CIT is responsive to local and national workforce development needs. CIT undertakes a significant proportion of the training provided through nationally-endorsed training packages for the ACT, and industry is closely consulted on implementation, delivery strategy and assessment.

CIT also offers other accredited courses and fee-for-service programs, often strongly customised to meet the individual requirements of an enterprise or student cohort. Strong industry links have allowed for partnerships leading to customised training delivery in regional and remote areas.

CIT maintains delegation from the Australian Skills Quality Authority (ASQA) to accredit VET courses and to manage CIT's scope of registration. Nationally, only a small numbers of RTOs have been awarded this delegated authority.

As at the end of 2013, CIT had the scope to offer 484 vocational education courses. This comprised 419 training package qualifications on scope, of which 70 are in transition and teach-out. Additionally, CIT has 65 VET-accredited courses on scope, the majority of which were developed by CIT with some adopted from other RTOs.

CIT delivers from 38 national training packages across the following Australian Qualification Framework (AQF) levels:

Vocational Graduate Certificate	4
Advanced Diploma	31
Diploma	83
Certificate IV	112
Certificate III	116
Certificate II	57
Certificate I	16
Total	**419**

CIT was reaccredited in late 2013 by the Tertiary Education Quality and Standards Agency (TEQSA) to continue as a non–self accrediting, higher education provider (HEP), for a further seven years. CIT is one of a limited number of HEPs offered the opportunity to apply for streamlined student visas for its higher education programs.

The following three CIT degrees were also successful in receiving reaccreditation through TEQSA:

– Bachelor of Games and Virtual Worlds (Programming), reaccredited for seven years

– Bachelor of Forensic Science (Crime Scene Examination), reaccredited for seven years

– Bachelor of Design (Fashion Design), reaccredited to be taught out by end 2014.

The Bachelor of Photography did not require reaccreditation but will be taught out by the end of 2014.

CIT maintains close links with four universities: the University of Canberra (UC), Australian National University (ANU), Australian Catholic University (ACU) and Charles Sturt University (CSU), via regular liaison committees. These committees foster collaboration, articulation and strong partnerships.

In 2013, CIT delivered 6.3million nominal hours of training, processed over 40,000 enrolments, and conferred 6,699 awards to graduates.

Contributing to the ACT community

As the only TAFE in the ACT, CIT plays a vital role in community development by providing pathways and access into education for members of the community, as well as providing a wide range of support services for students.

Areas in which CIT contributes to the social capital of the ACT include:

– general education including 'second chance' Year 12 programs, English language programs, and Access 10, which is an alternative Year 10 program to traditional schooling

– CIT Yurauna Centre, CIT's dedicated Aboriginal and Torres Strait Islander teaching and support centre, which enhances employment opportunities for Aboriginal and Torres Strait Islanders through pastoral assistance and providing courses to improve literacy, numeracy, communication and other vocational skills

– access and opportunity for disadvantaged members of the community, including provision of training for young parents through a partnership with the Canberra College Cares (CCCares) initiative

– adult and community education (ACE) courses.

Supporting students

CIT is committed to providing a quality learning experience to students through a wide choice of industry-relevant programs, highly qualified staff, excellent support services and strong opportunities for further advancement in studies. The size and scope of CIT allows for comprehensive student support services that reflect the diversity of student needs.

Professional support services for students are provided in the areas of:

– counselling

– disability support

– financial assistance

– international student support

– migrant support

– peer tutoring

– student equity

– youth support.

Quality training relies on motivated, qualified instructors. CIT has a strong commitment to the professional development of its teaching staff. Teaching staff must hold relevant teaching qualifications, with the Certificate IV in Training and Assessment being the minimum requirement. CIT delivers this qualification for new teaching staff members as required. Higher level qualifications are mandatory for progression to some teaching and management positions, or to obtain the higher increments of the teacher pay scale. The Advanced Diploma of Adult Learning and Development, provided free-of-charge for staff, allows for such progression.

In recent years particular focus has been placed on developing innovative and creative learning options for students to promote accessibility and to cater to individual learning styles. This includes customisation of training to particular workplace environments; delivery in the workplace; and provision of flexible or blended modes of delivery including quality online training and the use of simulated work environments to provide authentic learning.

CIT plays a vital role in improving and promoting student pathways from school to CIT, and then on to further VET training or higher education. CIT has strong relationships with ACT schools, and offers learning opportunities by providing training or access to facilities, as well as providing workshops, 'taster' days and other opportunities to help students make informed choices about areas of training they may be considering. For students that have completed CIT programs, formal articulation arrangements have been established with a number of universities.

CIT's role in the changing vocational education and training environment

CIT is committed to excellence as a leading quality-endorsed provider, and is a leader in the development of professional practice for the local VET sector.

Significant change is being experienced in the tertiary education environment in Australia and CIT is responding to these changes by designing strategies that reflect the priorities outlined by the Council of Australian Governments (COAG) in the areas of VET reform, foundation skills, apprenticeship reform, tertiary education sector reform, workforce planning and international education.

In 2011, ASQA and the National Skills Standards Council (NSSC) were introduced. The ACT was one of the first jurisdictions to be nationally regulated, and in 2012, CIT responded and adapted to the ASQA general directions on quality indicators and student assessment.

A revised National Partnership Agreement on Skills Reform was agreed at COAG in April 2012, and signed by the ACT Government. The reform seeks to deliver a VET system with improved quality and greater transparency for students, employers and governments; greater access to training opportunities and improved outcomes for disadvantaged students; and greater efficiency.

In 2013, CIT continued to work with the ACT Education and Training Directorate (ETD) to plan and commence the implementation of these reforms.

As a higher education provider, CIT is also registered by the Tertiary Education Quality and Standards Agency (TEQSA), which became operational in 2012.

CIT's role in implementing the COAG reforms extends to industry consultation to explain how the reforms affect training options, to minimise disruption during transition phases, and to maximise opportunities for industry presented by the reforms.

With the implementation of the new Training and Education Training Package (TAE10) in 2010 came the requirement from the National Skills Standards Council that teachers holding the old qualification BSZ40198 Certificate IV in Assessment and Workplace Training would have to upgrade to the current TAE40110 Certificate IV in Training and Assessment by June 2012. CIT led a concerted effort to finalise the upgrade of qualifications for its own trainers, as well as trainers located in ACT schools and government.

In 2013, CIT had a leading role in the National VET E-learning Strategy which aims to enable the Australian training sector to take advantage of the rollout of the National Broadband Network (NBN) to implement e-learning technologies.

Mission and values

2013 saw the final implementation year of CIT's 2009–2013 strategic plan focused on developing a skilled community.

CIT's **vision** was:

- *to be the premier vocational education and training provider in Australia,*

and the vision was realised through the **mission**:

- *changing lives through first class education and training*.

CIT commenced 2013 with the adoption of the expanded **values and signature behaviours** of the ACT Public Service (ACTPS). CIT believes quality in education is achieved through the values of:

- *respect*

- *integrity*

- *collaboration*

- *innovation.*

These values and signature behaviours are reflected in interactions with staff, students, employers, and the wider community. CIT values the diversity, dignity, rights and safety of all individuals, and is committed to the ACTPS 'Respect, Equity and Diversity' (RED) Framework.

In October 2013, the Acting Chief Executive held staff consultations to shape CIT's new strategic plan. Following five staff forums, CIT reinforced its links with industry on 12 November when more than 60 representatives from industry, CIT Council, the student body and staff, came together over breakfast to collaborate on the draft strategic plan **CIT 2014–2016**.

The breakfast event was an important part of ensuring industry are at the forefront of CIT's strategy for the future, that CIT has buy-in from industry about the direction it is moving in over the next three years, and that CIT continues to be relevant to this critical stakeholder group. Attendees discussed, examined and challenged the different elements of the strategic plan, and brainstormed some of the measures of success CIT might use to test whether or not it has been successful in

achieving what it set out to. Feedback was collated and integrated into the strategic plan prior to a final series of staff forums to provide another opportunity to see the draft and give any final elements of feedback.

The new three year strategic plan **CIT 2014–2016** was launched on 31 January 2014 as part of a staff development exercise.

Vision: To be the leading provider of vocational education and training in the ACT and Australia.

Mission: Changing lives through quality education and skills development for individuals, industry and community.

CIT's three **strategic drivers**: Learners, People and Partners will enable CIT to strengthen its position as a leader of vocational education and training and to be successful in a more competitive market that will be in place by 2016.

– Learners: Enrich CIT learners with skills and knowledge for now and the future.

– People: Cultivate CIT's workforce to embody a culture of passion, innovation and high performance.

– Partners: Collaborate with industry, community and government to diversify and grow CIT partnerships and revenue sources.

CIT believes quality in education is achieved through the values of Respect, Integrity, Collaboration and Innovation.

Structure

CIT is a territory authority under the CIT Act. The Chief Executive is responsible to the ACT Minister for Education and Training. High level strategic advice is provided to the Chief Executive and the Minister by the CIT Council, which principally comprises representatives of industry and commerce. (Section C5 provides further detail about the CIT Council.)

The CIT executive management structure is also discussed in Section C5.

In 2013, high quality learning and development services, and the accompanying support services, were delivered through 16 teaching and support centres:

Teaching centres

– CIT Building and Environment
– CIT Business
– CIT Creative Industries
– CIT Health, Community and Wellbeing
– CIT Information and Communication Technology
– CIT Vocational College

- CIT Science, Forensic and Engineering
- CIT Tourism and Hotel Management
- CIT Trade Skills
- CIT Yurauna Centre (Aboriginal and Torres Strait Islander education).

Support centres

- CIT Corporate Services
- CIT Human Resources
- CIT Student Services
- CIT Marketing
- CIT Learning Centres
- CIT Education Excellence.

Restructure

Following the extensive consultation which began in 2012 and the release of the *CIT Structural Adjustments Draft Final Recommendations* paper in December 2012, CIT underwent an organisational restructure in 2013.

The restructure took effect incrementally from 27 June 2013 to be fully operational by 1 January 2014.

CIT has adopted a matrix management for its organisational design, made up of four colleges and four divisions.

CIT Matrix Structure – 21 November 2013

CIT Student and Academic Services

CIT Corporate Services

Colleges

- CIT Business, Tourism and Accounting and CIT Communication
- CIT Trade Skills and Vocational Learning
- CIT Technology & Design
- CIT Health, Community and Science

CIT Brand and Business Development

CIT People and Organisational Governance
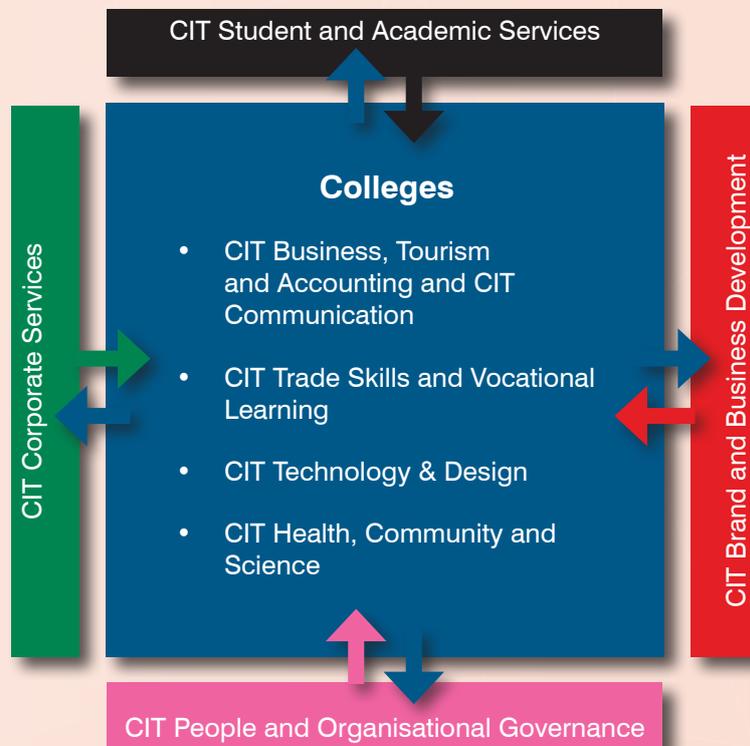
The four colleges are central in the matrix. They are:

– CIT Business, Tourism and Accounting and CIT Communication*

– CIT Health, Community and Science

– CIT Technology and Design

– CIT Trade Skills and Vocational Learning.

The colleges have been constructed to bring together disciplines that have some relation in new spaces of vocational education and training, to create new experiences for students and market opportunities and to meet the objectives of the National Partnership Agreement on Skills Reform in areas such as completions.

The four sides of the matrix are divisions that provide leadership and support to the teaching colleges. They are:

– CIT Brand and Business Development

– CIT Corporate Services

– CIT People and Organisational Governance

– CIT Student and Academic Services.

CIT's matrix organisational design provides support for staff and stakeholders through the various specialist functions. While the colleges' line report is the Deputy Chief Executive in the matrix management design, they also report to each executive in relation to that executive's divisional responsibilities. For example to the General Manager CIT Student and Academic Services in responding to academic governance, quality standards and educational performance; to the Chief Operating Officer in areas of budget and financial reporting, risk, commercial ventures and systems; and to the Executive Director, CIT People and Organisational Governance on capability building and people matters.

The restructure implementation commenced Friday 27 September 2013 and coincided with the 2013 CIT Planning Day. This point marked the transition to the new structure: it was during this time that staff learnt how these functions interact, which groups work together, and who is accountable, to help them understand how the organisation's redesign will enable CIT to achieve the vision and mission.

The transition to the new structure has been widely supported, and staff have been encouraged to continue providing structure-related comments online in preparation of the structure review in the first part of 2014.

Clients and stakeholders

As a large provider of industry-focused training, CIT has a diverse range of valued stakeholders including students, industry, government and the community.

Four out of five CIT students come from the ACT, approximately 57% of students are 26 years of age and over, and approximately 86% study part-time.

The ACT Government provides a significant proportion of funding (66%) for CIT and agreed outcomes are described in CIT's annual Statement of Intent which forms part of the ACT Budget. This is an agreement, co-signed by the Minister for Education and Training, the Treasurer and CIT's Chief Executive, that contains the following information:

– purpose

– nature and scope of activities to be carried out

– responsibilities of ETD and CIT

– performance measure and targets

– employment profile

* This college will work as two parts of a whole as opposed to integrated for the immediate future.

– financial arrangements

– monitoring and reporting.

CIT also receives significant revenue from contestable sources including user choice (apprenticeship funding), international students, commercial activities and national projects. Further revenue is generated through CIT Solutions, a wholly-owned subsidiary.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

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cit.edu.au

Summary of performance

In 2013, CIT met its training targets, developed systems to adjust to the VET reform agenda, and continued to make a strong contribution to the economic and social development of the ACT and region.

The profile of CIT students was as follows:

– 75.2% came from the ACT, 16% from NSW, 3.8% from other states, and 5% from overseas

– 43.4% were aged 25 years and under; 56.6% were 26 years of age and over

– 86% of CIT graduates were employed after training, compared to 78.2% nationally.

Achievements in 2013, included:

– 92.3% learner satisfaction which is 7.3% above target

– 89.2% employer satisfaction which is 9.2% above target

– 91.9% graduates employed or in further study compared to 88.1% nationally

– module pass rate was 80% which is 5% above target

– 7,677 program completions compared to 6,879 in 2012

– 6.3 million training hours delivered, a decrease of 3.5% on 2012

– 39,947 program enrolments compared to 35,651 in 2012, an increase of 21.1%

– 25,480 students enrolled in vocational programs, plus 14,990 students enrolled in commercial programs

– 6,100 recreational learners enrolled in adult and community education programs

– 190 ABSA student enrolments compared with 203 in 2012

– 1,195 international students compared to 1,220 in 2012 (a 2% decrease)

– 663 Aboriginal and Torres Strait Islander students compared to 545 in 2012

– 4,467 apprenticeships/traineeships compared to 3,284 in 2012

– 816,835 visits to eLearn compared to 769,411 in 2012

– 6,456 learning resources were contributed to CIT's e-learning resources repository (eLR) in 2013. The number of 'live' learning resources in eLR is currently around 63,000, compared to 57,932 in 2012

– 109 qualifications from 14 training packages were added to CIT's scope.

Planning framework

In order to strengthen its position in an increasingly competitive environment, CIT's 2013 business plans focused on building a team based culture across the organisation to ensure that all teaching areas aligned with CIT's strategic direction.

CIT's robust and comprehensive planning framework linked the 2013 business plans to the CIT 2009–2013 Strategic Plan's mission, vision, value system, strategic planning themes and strategic pillars through the six CIT priorities:

– Building a team based culture across the organisation

– Harmonisation (WHS and RED)

– Contestable funding

– Business risk

– Pathways and partnerships

– Client service.

To meet its functions effectively, CIT maintains close links with industry in its governance structure through program reference groups, industry advisory groups, and through the CIT Council. The planning process is further informed by the ACT Skills Needs List, published annually by ETD, other ACT Government plans and CIT's Program Review and Improvement (previously Board of Review).

CIT-wide plans such as the CIT Teaching and Learning Framework, CIT People Plan, CIT Reconciliation Action Plan and annual priorities direct the annual business plans for colleges and divisions. Staff members at all levels contribute to planning, including through formal annual planning processes.

With the organisational redesign from 16 centres to four colleges and four divisions, which commenced on 27 September 2013, the CIT business planning cycle has come forward. College and division business plans were due before the end of 2013. (Refer to section A1 for more information on the new structure.)

Organisational environment

The VET and tertiary education landscape is continually evolving, and in a period of substantial reform. CIT is responsive to national and ACT Government goals, plans and priorities for tertiary education, skills development and workforce participation.

The CIT Chief Executive reports to the ACT Minister for Education and Training. In turn the Minister represents the ACT on the Standing Council on Tertiary Education, Skills and Employment (SCOTESE). The standing council has responsibility for setting the national priorities, strategic policy directions and funding for the tertiary education sector, and reports to COAG. The standing council also has responsibility for key cross-sectorial issues.

The national environment

In April 2012, COAG signed up to an ambitious set of VET reforms including a revised National Agreement for Skills and Workforce Development and a new National Partnership Agreement on Skills Reform.

The reforms emphasise:

– a flexible and demand-driven training system

– greater contestability of funding for public training and greater competition between providers

– recognition and support for the key role of TAFE as the public provider in a competitive market. This includes the delivery of high-cost technical training and encouraging participation of disadvantaged students

– increased take-up of higher-level qualifications and strengthened pathways between the sectors

– greater transparency to support informed choices by employers and students through initiatives such as the MySkills website and a Unique Student Identifier

– improved quality through regulatory arrangements, a renewed focus on VET teacher development and the introduction of stronger quality measures for VET providers.

ASQA commenced operations in 2011, assuming responsibility for course accreditation, registration and quality assurance of VET providers, while the Tertiary Education Quality and Standards Agency (TEQSA) was established in January 2012 as part of the new national regulatory and quality assurance environment for Australian higher education. CIT, which delivers both VET and higher education qualifications, continues to operate

in a dual regulatory environment. Implications of these reforms for CIT include development of administrative procedures and protocols to meet the new requirements, and adaptation of program delivery and assessment models to ensure compliance with new assessment validation protocols.

Following the 2013 federal election, changes to portfolios saw VET moved from education to industry. This is another signal of the importance of alignment to industry needs.

Australian Capital Territory environment

The ACT Government has a strong commitment to VET and provides funding to support subsidised programs at CIT. The ACT Government is a signatory to the National Agreement for Skills and Workforce Development and the National Partnership Agreement on Skills Reform. CIT works with ETD to implement these reforms.

ETD released the Forecasting of Industry Needs and Entitlement (FINE), also referred to as the ACT Skills Needs List, on 28 June 2013. This list covers 46% of CIT activity accounting for 35% of the qualifications CIT delivers. This list also potentially signals a change in the courses CIT will need to focus on in the future and does not include certificate II qualifications and the second-chance Year 12 program.

Administrative arrangements

On 9 November 2012, Ms Joy Burch MLA was appointed ACT Minister for Education and Training, following the elections to the Australian Capital Territory Legislative Assembly on 20 October 2012.

Legislative framework

CIT has a range of powers under the *Canberra Institute of Technology Act 1987* relating to its functions as an education and training provider. Section 5 of the CIT Act describes these functions. Section 6 of the CIT Act gives the Minister for Education and Training the power to provide directions on the functions of CIT. Such directions are notifiable instruments under the *Legislation Act 2001*. The Minister also appoints the CIT Chief Executive and all members of the CIT Council.

In addition to ACT legislation that applies to all ACT Government agencies, significant Commonwealth legislation affecting CIT's operations includes:

– *Skilling Australia's Workforce Act 2005* (Commonwealth)

– *National Vocational Education and Training Regulator Act 2011* (Commonwealth)

– *Higher Education Support Act 2003 and Higher Education Support Amendment (Demand Driven Funding System and other Measures) Act 2011* (Commonwealth)

– *Education Services for Overseas Students Act 2000 (ESOS Act) and Education Services for Overseas Students Amendment Acts 2011* (Commonwealth).

Commissioner for Public Administration

Following the WorkSafe improvement notice issued to CIT in 2012, the ACT Commissioner for Public Administration began inquiries into allegations of misconduct at CIT and a review of CIT's relevant internal processes. As a result of these inquiries CIT received two confidential reports, November 2012 and March 2013, that included an outline of allegations made, complainant statements and recommendations to CIT on specific processes CIT could undertake to resolve the matters.

As part of this process the Commissioner for Public Administration published his report *Colleagues, Not Cases - Managing People and Resolving Workplace Issues* on 24 September 2013. The report provided a systemic review of concerns raised about CIT's management of workplace issues, allegations of bullying or other misconduct, and its employees. The following statement appears as part of the key findings of the report:

> "The picture that has emerged from this review is not as bleak as some public commentary about CIT would suggest. CIT is not characterised by a culture of entrenched and systemic bullying. There have been number of areas of concern in relation to a small number of individuals and areas within CIT. A smaller number of such matters remain under investigation. Those concerns, however, should not be allowed to taint the whole organisation. CIT staff members, almost without exception, are professional, behave properly, and are dedicated to the advancement of their students and to the success of the Institute" (page 6).

The report also positively highlights the work CIT has done since mid-2012:

> "CIT has demonstrated genuine commitment and good will in its response to the WorkSafe report of April 2012. Following that process, CIT's frameworks for managing workplace issues demonstrate leading practice in the ACT public sector" (page 45).

CIT was swift in its response to the CIT-specific recommendations contained in the report:

– The Chief Executive (Acting) wrote to the individuals the Commissioner was in contact with in September 2013 extending a sincere apology.

– The Chief Executive (Acting), through internal communication, also apologised to all CIT staff and extended an open invitation to all staff to speak with her directly about the content of the report, if they wished to do so.

– The CIT Board of Management instigated a recruitment process to increase the number of RED contact officers across CIT campuses. Training for 10 new RED officers and staff from CIT Human Resources was provided in December 2013.

On 24 October, Ms Joy Burch, Minister for Education and Training, tabled a ministerial statement in the Legislative Assembly welcoming the Commissioner for Public Administration's report. The minister highlighted the finding of the Commissioner that CIT is not characterised by a culture of entrenched and systemic bullying, stating:

> "The ACT Government is committed to a public service where all staff adhere to the values of respect, integrity, collaboration and innovation enshrined in the ACTPS Code of Conduct and treat each other accordingly. Managing people is not always easy and straight forward, particularly within a large workforce of such diversity. To do this well is not easy and can be confronting for many of our managers. It takes courage, good leadership, clear direction and continual review of policies and procedures to make sure they are working effectively. CIT has

ACT Commissioner for Public Administration Report of the Review of Allegations of Workplace Bullying and Other Misconduct at the Canberra Institute of Technology

demonstrated that with concerted effort you can change workplace culture."

The Commissioner for Public Administration attended the CIT Leadership Forum on 7 November and reiterated the findings of his report regarding the workplace culture at CIT and the positive work CIT is doing in relation to continuous improvement of practice.

Subsidiaries

CIT Solutions Pty Ltd (the Company) is a wholly-owned subsidiary of CIT which reports to the Australian Securities and Investments Commission in accordance with the *Corporations Act 2001*. The Company's audited financial statements are consolidated within CIT's financial statements on a calendar-year basis. CIT Solutions remains the training provider of choice for many Australian Government departments and agencies, as well as for directorates of the ACT Government.

The objectives of the Company are to undertake activities including the delivery, development and customisation of training programs as well as consultancies, research and analysis in the learning, personal development and training field.

The Company provides a range of short courses and accredited qualifications in the areas of public sector, finance, security and training and assessment. In 2013, CIT Solutions continued to be responsible for the marketing and recruitment of CIT's international students, offered the largest adult and community education (ACE) program in the ACT and region, offered a range of training related consultancies and advice, and provided language training to Australian Government departments and agencies. The Company also provides assistance (whether direct or indirect) to CIT.

Refer to Section A9 for more details of the performance of CIT Solutions.

Partnerships

CIT maintains a diverse range of partnerships and collaborations with industry, government and other education providers.

Partnerships with other tertiary education institutions

CIT has Memoranda of Understanding (MOU) with three universities in the ACT that set out articulation pathways, sharing of resources, and/or joint delivery arrangements, in line with the ACT Government's *Learning Capital: an integrated tertiary education system for the ACT* agenda. CIT also has formal relationships with the Academy of Interactive Entertainment (AIE) in the ACT, and with Charles Sturt University and TAFE Illawarra in regional NSW.

Under the MOUs between CIT and CSU, CIT and UC, and CIT and ANU the CIT Libraries actively contribute to a range of collaborative activities including reciprocal borrowing and library use arrangements with UC, ACU, CSU, ANU, as well as with all TAFE libraries.

University of Canberra (UC) and CIT have a long established relationship, with a wide range of articulation pathways available to students. UC and CIT also have a longstanding history of collaboration in the development and delivery of courses. A renewed MOU was signed in 2012 to further strengthen the relationship and establish a strategic direction between the parties. This MOU identifies the following areas for collaboration:

– development of cross-sectoral pathways which streamline and widen articulation and credit transfer agreements

– development of dual sector awards in courses, with shared delivery and assessment

– promotion of articulation through information, support and streamlined administrative procedures

- utilisation of flexible learning resources and infrastructure to improve access and to create innovative learning environments

- development of dual qualifications that build educational delivery, in partnership with industry, to ensure enhanced employment outcomes for students

- growth in international student numbers, including jointly packaged offers.

Australian National University (ANU) signed an MOU with CIT on 31 January 2013 to continue the articulation arrangements negotiated for a number of courses.

Australian Catholic University (ACU) has an agreement with CIT that enables graduates of CIT's Advanced Diploma of Community Services and the Diploma of Nursing to be admitted with credit to the related degrees delivered by ACU.

Charles Sturt University (CSU) agreement with CIT provides credit for graduates of CIT's Advanced Diploma of Business into the CSU Bachelor of Business Studies, with the third and final year of the degree taught in Canberra by CIT teaching staff mentored by academics at CSU. CIT also delivers the Graduate Certificate in Management (Professional Practice) for CSU. CIT will launch the CSU Graduate Diploma in Management in 2014 to increase pathways.

Academy of Interactive Entertainment (AIE) and CIT continue to grow their collaboration in their tenth year of delivering the CIT 3D animation courses under profile funding along with the delivery of the Bachelor of Games and Virtual Worlds (Programming).

TAFE Illawarra and CIT signed an MOU in November 2012 to foster academic collaboration between the institutions and set out a framework to collaborate in regional NSW.

Partnerships with ACT schools and colleges

CIT engages with schools in both the delivery and the assessment of vocational training in the following ways:

- CIT has MOUs with the three ACT Catholic Trade Training Centres and three individual ACT schools and colleges, enabling them to deliver and assess VET nationally accredited training in child studies, horticulture, construction, automotive and hospitality.

- CIT delivers national units of competency in child studies, business, hair and beauty to students at CCCares – a specialist unit of a senior secondary college in the ACT – for single and partnered teenage parents. This study counts towards the ACT Year 12 Certificate as a BSSS registered e-course.

- In Term 3, CIT partnered with ETD and delivered seven short courses one afternoon a week for nine weeks to 85 students in Years 9–12 from 25 ACT schools and colleges.

- CIT ran a business workshop for eight ACT colleges, with over 120 Year 11 and 12 accounting and business studies students participating.

This training not only provides particular VET skills and knowledge to this student cohort but opens up pathways to further VET study and to employment for these students in a learning environment that is very different to that experienced in schools.

The CIT Try A Trade Day event was held on 25 October 2013 at CIT Fyshwick. Ten schools registered for the day: St Francis College, St Mary McKilllop, Lake Ginninderra, Erindale College, Marist College, Melrose High School, Dickson

College, Lyneham High School, Canberra Institute of Technology and Canberra College. There were 120 male and female students that attended the day, undertaking practical activities in the workshops of their choice such as in electrical, panel-beating and spray painting, refrigeration and air conditioning, automotive light vehicle, automotive heavy vehicle, automotive electrical, metal fabrication, electronics, plumbing and culinary. The feedback from the day from both the careers advisors and the students was very positive, and it was a great day overall.

CIT's various partnerships with ACT schools and colleges led to the delivery of a variety of activities throughout the year, including:

- **taster days** exposing secondary school students to programs and opportunities available at CIT, such as CIT TASTE 2013 hosted on 6 June at CIT Reid for high school students interested in a career in tourism, hospitality, hotel management, events and culinary.

- **short courses** providing students with experience and training in the VET setting in areas not available in schools

- **prevocational programs**, which are longer courses for students to gain skills in preparation for apprenticeships, traineeships and other studies at CIT

- **Australian School Based Apprenticeships (ASBAs)**, undertaken by students at school with an employer and training agreement. These are students undertaking a traineeship part-time while still attending school or college

- **CIT Schools Newsletter** was sent to all high schools and colleges in the region and includes information about relevant upcoming events and new courses within the schools community. In 2013 there were three editions.

Partnerships with ACT Government

ACT Education and Training Directorate (ETD) and CIT have an MOU whereby CIT delivers courses to Year 9 and 10 students in the ACT colleges. These are short taster courses designed to engage students and increase participation and retention in education by enabling students to gain practical work-related skills in an authentic environment at CIT.

CIT also has a formal partnership with ETD to deliver the Certificate IV in Training and Assessment and the Certificate IV in Career Development to high school and college teachers. The Certificate IV in Training and Assessment qualification is from the latest Training and Education Training Package (TAE10), endorsed October 2012. The Certificate IV in Career Development qualification is from the Community Services Training Package (CHC08) released in May 2012.

CIT collaborated with **ElectroSkills** (formerly Electro Group) and ETD to support the transition of approximately 500 electrical apprentices from ElectroSkills to CIT. This demonstrated the critical role the public provider played in the ACT.

ACT Health Directorate and CIT have a strong partnership to develop training to meet the skill needs of the ACT health workforce.

ACT Health Directorate and CIT established a new relationship in preparation for a food safety legislative change and the publication of *Food Safety is Your Business: A Guide for Food Businesses*. Through this relationship CIT advised on the training options to ensure compliance and is listed in this resource as the preferred training provider.

Australian Defence Force Academy (ADFA) and CIT became partners in 2011 when CIT signed a three-year agreement to provide military

communications training for ADFA cadets and midshipmen in each year of their study. An extension to the contract was signed in late 2013, a great acknowledgement of the quality of onsite delivery.

Australian Public Service Commission (APSC) and CIT have an ongoing arrangement whereby CIT provides project management training to Australian Government departments through a mix of workshops and online delivery.

Australian Government Information Management Office (AGIMO) and CIT are partners in the delivery of the APS ICT Apprenticeship Program designed seven years ago and delivered nationally.

Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA now Department of Social Services) partnered with CIT to train staff with a disability in the Certificate II in Business Administration.

Australian Agency for International Development (AusAID now Department of Foreign Affairs and Trade) partnered with CIT to train staff with a disability in the Certificate II in Business.

Department of Health and Ageing (now Department of Health) partnered with CIT to train staff with a disability in the Certificate II in Business.

Land Development Agency (LDA) has an arrangement where CIT conducts Land Rent Scheme information sessions for first homebuyers in the ACT community researching entry into the affordable housing market.

ACT Department of Justice and Community Safety, in collaboration with the ACT Justice of the Peace Association and CIT, provides training and accreditation for Justices of the Peace, an area of skills shortage in the ACT. Participants are eligible to be sworn in by the Supreme Court of the ACT as a Justice of the Peace in the ACT.

Geoscience Australia engaged CIT to provide project management training onsite.

Industry and business partnerships

Cisco Academy and CIT have partnered to add value to the Certificate IV in ICT Networking qualification by including the Cisco exam at the end of studies for students to gain the industry standard expected by the public and private sector.

CIT's relationship with **E-Oz** and **local employers and businesses** continues through work on the eMap national project to manage electrical apprentice progression.

Fujitsu Australia continues to be impressed by CIT's ICT students at the certificate IV and diploma level, and an MOU is in place to offer job and work placements.

LJ Hooker approached CIT to partner with CIT's interior design students for their Red Carpet Auction Event. Students spoke to the agents and the property owners, then took measurements and photographs and collaborated to style the décor of the homes in preparation for auction.

Queensland Urban Utilities engaged CIT to provide project management training onsite.

Serco signed an agreement with CIT for the delivery of accredited training to managers and middle managers in all detention centres located across Australia.

Unisys has partnered with CIT to pilot training to their ICT staff located across Australia.

National Centre for Forensic Studies (NCFS) is a partnership between CIT, UC and the Australian Federal Police (AFP) that brings together many forensic investigation and forensic science disciplines, including crime scene investigation and computer forensics offered by CIT. A new MOU for

five years was signed in December 2012 between CIT, AFP and UC. In 2013, NCFS had several intakes from forensic scientists from the Pakistan Police Service as part of the Pakistan Police Forensic Capability Project engaging in intensive two-week training programs at CIT Bruce to upskill in evidence recovery, fingerprint enhancement and advanced DNA techniques.

Toyota and CIT had a continued relationship through the contract to deliver the Certificate III in Automotive Vehicle.

Australian Culinary Federation (ACF) signed an agreement with CIT to enhance collaboration with industry and ensure the skills of commercial cookery graduates meet the need of industry.

Under the new agreement, ACF and host employer WPC Group will validate the competence of CIT cookery apprentices to ensure skills reflect the current industry standards.

Cultural partnerships

The fourth United Nations CIT Photography Competition was held in October. This year was the 2013 United Nations International Year of Water Cooperation and CIT students responded with unique and highly creative photographs. The top prize on offer was an internship with the UN, and category winners won an internship with Commonwealth Scientific and Industrial Research Organisation (CSIRO) or News Corp Australia.

CIT's 2013 graphic design and digital media students held a one-day exhibition at the CSIRO Discovery Centre on 28 November for Kaleidoscope 2013. The exhibition was the culmination of two years of study for the students, featuring work from throughout their entire course. The name, Kaleidoscope, reflects the diversity and flexible nature of the graduates and the works they produced.

CIT partnered with the National Multicultural Festival in Canberra to produce 300 aprons worn by staff at the festival in 2014. The aprons were produced by students studying English as a Second Language (ESL) at CIT, who not only gained valuable hands-on experience, but earned credit towards their Certificate II in Clothing Production. The aprons were an all-CIT production, including the screen printing of the Multicultural Festival logo, which was done by CIT visual arts students.

Partnership with the CIT Student Association (CITSA)

CITSA is a not-for-profit entity that is recognised as the official CIT student organisation and provider of non-academic services on-campus for students. Under an MOU with CIT, CITSA operates bookshops, canteens, cafes and office shopfronts for the benefit of students, organises events and contributes to positive student experiences.

CITSA Council is a representative student body comprised of nine students elected annually, one CIT appointed staff member, and one CITSA staff member. CITSA Council meets regularly to discuss campus issues relevant to students. The partnership with CITSA is unusual amongst TAFE and other VET providers, which often have no student representative body.

CITSA is represented on the Tertiary Access Group (TAG) Board, a cooperative which provides access to discounts by leveraging the cooperative's combined buying power. CITSA is also represented on the Australian Campus Union Managers Association (ACUMA) Board. Both of these bodies are largely populated by university representatives, and CITSA is a leader in developing student engagement systems for the TAFE sector. CITSA was also the first TAFE-based association to join the Council of International Students Australia (CISA).

The established partnership between CIT and CITSA continued in 2013, with CITSA sponsoring the annual Craig O'Neil Scholarship for a meritorious accounting student seeking to articulate to university from CIT, and the Len Barrett Award for an Indigenous student graduating from a high level program. CITSA also sponsors student public events and prize nights, and arranges the voting and presentation evening for the Teacher of the Year Awards.

In 2013, CITSA and CIT co-hosted a Close the Gap event across three CIT campuses, featuring Indigenous artists and musicians. This was held with the support of the Centenary of Canberra. Each year CITSA organises the National Campus Band Competition heats at CIT, and CIT's participation in the Eastern University Games. Through the efforts of CITSA, CIT became the first TAFE to participate in the Games.

CITSA continued promoting the mobile phone application 'citsa4U' which provides a mobile phone based student diary, a discount system and CITSA news and events. Launched in 2011, there was a significant increase in uptake of the application in 2013 and CITSA will continue to promote services via the app. CITSA will also focus on the use of social media as a conduit to students (and staff) to reach an audience that is increasingly using technology for academic and social purposes.

CITSA has taken a lead role in developing campus sustainability solutions, beginning over a decade ago with the CITSA Sustainability Objectives. CITSA's green waste collection program has grown significantly, minimising our waste to landfill.

CITSA will continue to improve its student services into the future, with new initiatives underway including working with Volunteering ACT to promote volunteering as a value that contributes to individual self-worth and the social capital of the ACT.

CITSA and CIT are beginning to forge a new collaborative approach to promoting a positive student experience, with the aim of increasing our competitiveness in the rapidly changing education sector.

During 2013 CITSA supported a wide variety of charities and emergency appeals. The primary beneficiary in 2013 was One Disease at a Time – an organisation committed to wiping out scabies in Indigenous populations. Others included Movember, the Philippine Disaster Appeal (UNICEF), St Vincent de Paul, The Smith Family, Daffodil Day and CANTEEN Bandanna Day. CITSA will continue to strive to fulfil its corporate and social responsibility by supporting charities, Indigenous programs, emergency appeals and promoting environmental sustainability both on and off campus.

For more information:

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A3

Highlights

Introduction

CIT enjoyed a successful year in Canberra's Centenary year. The performance of CIT was excellent especially given the circumstances and volume of change. CIT successfully delivered on its contract with the ACT Government (refer to Section A5). The focus for much of 2013 was on CIT's structure, which grew from a realignment to a major internal restructure (refer to Section A1). Friday 27 September was the all staff development day and the first day of the new structure. Staff participated in their new college or division in a half day vision setting and team building exercise. The consultations for the organisational redesign in the first three quarters of 2013 shifted to CIT's strategic plan. Staff attended the Chief Executive Forums and actively contributed to the discussion on CIT's strategic drivers, along with CIT Council and valued industry stakeholders (refer to Section A1). Parallel to the strategic planning, CIT Council engaged Fiander consultants to review CIT's governance arrangements. These priorities didn't detract from CIT's core business of teaching and learning, with 92% of survey respondents indicating they were satisfied with the training provided at CIT.

A series of awards highlight the success of CIT in 2013:

- CIT community services graduate Ian Goudie was named Runner Up Vocational Student of the Year at the 2013 Australian Training Awards, the peak national awards for vocational education and training. Both CIT's 2012 ambassadors (Sara Burke, Australian Apprentice of the Year 2012 and Gloria Davison, Australian Vocational Student of the Year 2012) spoke very confidently at the awards.

- For the seventh year in a row, CIT took out the ACT Large Registered Training Organisation of the Year Award at the 2013 ACT Training Excellence Awards. CIT also took out five other awards on the night, split between teachers and students. Two CIT teachers were recognised as ACT VET Teacher of the Year, and a CIT teacher was awarded the Norm Fisher Award for outstanding and extensive contribution to vocational education and training in the ACT.

- The CIT Hair and Beauty team were finalists in the Respect category of the ACT Public Service Awards for Excellence on 31 May.

- CIT's Head of Department, Horticulture, CIT Technology and Design, won one of the prestigious awards at the National Association of Women in Construction (NAWIC) ACT Awards.

- CIT Yurauna Centre was named a 2013 'Reconciliation Champion' in the ACT community with an ACT Community Services Directorate (CSD) reconciliation award. CIT Yurauna Centre was also named 2013's community partner 'Opportunities Champion' – an award which recognises the centre's dedication in providing skills training, advice and cultural support for Aboriginal and Torres Strait Islander peoples.

Teaching and learning

The main function of CIT is to provide vocational education and training in the form of Australian Apprenticeships, higher education, ACT Year 12, foundation skills and general education.

The CIT Teaching and Learning Framework 2013–2015 builds on the successes of the 2009/10 and 2011/12 CIT Teaching and Learning Plans to charter activity for the achievement of CIT's strategic vision in 2013 to be a contemporary and innovative first class education and training institution.

The framework was designed to:

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– express the goals of CIT in relation to teaching and learning

– respond directly to the CIT strategic drivers in 2013 of Learners, Partners, and the Public Provider Role

– support the 2013 CIT structural adjustment and a matrix model of management and operation

– lead the development of teaching delivery planning.

The framework expresses six key goals relating to teaching and learning taking into account the rapidly changing landscape:

1. CIT produces skilled, work-ready graduates.

2. CIT's assessment in every discipline is validated by industry

3. CIT achieves high levels of learner satisfaction and attracts students by providing a quality technical and further education experience.

4. CIT achieves growth in both module and qualification completions.

5. CIT embeds foundation skills delivery, including language, literacy, numeracy, information and digital literacy and support in teaching and assessment.

6. CIT develops and maintains partnerships that enhance student experience and opportunities.

The framework augments quality achieved through effective teaching, assessment strategies and appropriate training outcomes and student focus with the necessary pedagogy, support and opportunities.

The framework is a logical structure to lead the planning and activity within colleges and across CIT more broadly. The framework also incorporates the CIT Teaching and Learning Plan for Higher Education Programs.

Learner engagement survey and employer satisfaction survey results

As an RTO, CIT is required to report annually to ASQA on a set of quality indicators including learner engagement and employer satisfaction. The surveys were designed by the Australian Council for Educational Research (ACER) to collect data on the extent to which learners are engaging in activities likely to promote high-quality skill outcomes and competency development, and the satisfaction of employers with the training provided.

3,344 CIT students responded to the learner engagement survey (LES) conducted between 19 August and 13 September 2013. CIT results from the LES are excellent showing a marginal increase in students satisfied with the training provided by CIT of 0.3% from 2012 to 92.3%. This is a great outcome. All CIT staff – delivery and non-delivery – are acknowledged for their professionalism in achieving this outcome. It is one indicator that demonstrates that CIT is doing what it should be doing: being learner centric and helping students achieve what they want from their time at CIT.

The employer satisfaction survey (ESS) was also conducted in August 2013 with 591 employers responding to the survey. The results are also very good with employer satisfaction sustained at over 89%.

This is reinforced when compared with the annual student outcomes survey results. This survey is conducted by NCVER (National Centre for Vocational Education Research). CIT is performing very well compared to all government funded TAFEs in particular in the areas of students employed after training and student perception that they achieved what they wanted to from the training.

The results will be reported to ASQA for registration purposes and used by CIT for planning.

Flexible learning

Recognising the imperative to promote and provide access to education and training, CIT has a longstanding commitment to flexible learning, and this is reflected in the *Workplace-Online-Campus* branding that continued in 2013. 'Flexible learning' refers to infrastructure and systems that provide choice, convenience and personalisation for the learner. Continual investment has been made over many years in critical infrastructure, policy, and staff training, and in 2013, the returns on this investment were particularly noteworthy.

There are four major facets to CIT's flexible learning efforts:

– the eLearn environment

– authentic learning using simulators and simulation technology

– workplace delivery

– CIT Libraries.

A particular program may use one component for delivery, or integrate multiple components.

The eLearn environment

In January 2011, CIT launched an e-learning management system, digital learning object repository and a synchronous live virtual classroom known collectively as 'eLearn'. This combination of systems is believed to be the only one of its kind in the world. It has been positively received by staff and students and has featured in presentations by CIT staff at conferences and symposia.

eLearn was developed to capture assessment data for assessment validation. A complementary project funded under the National VET E-learning Strategy is developing a case study of the use of this system to conduct e-validation of assessment for units of competency and associated assessment tasks

from the Certificate III in Engineering to fabrication trade qualifications.

CIT established eLearn mentoring support within teaching areas to help teachers with changes to eLearn following the major upgrade to the system in Semester 1, 2013.

The CIT Flexible Learning Network operates through eLearn, and the 200 participating teachers have formed a self-perpetuating community of practice, able to provide advice and just-in-time professional development training. Other professional development training evolved in 2013, from being CIT-wide to more directed training at the level of individual teaching program teams.

Authentic learning using simulators and simulation technology

CIT has developed the use of simulation technology to provide authentic workplace experiences for students. In some cases this allows students to learn complex and hazardous techniques in an environment that is safe, and where errors are not dangerous and can be tolerated.

CIT Health, Community and Wellbeing has an established multi-ward simulated learning environment (SLE) at CIT Woden. The SLE includes a dedicated single room for a robotic 3G SimMan, two multi-bed simulated wards and a simulated home environment and audiovisual equipment.

CIT's forensic science facilities include a simulated crime scene training facility incorporating a house, graveyard and laboratory facilities. The facility was used in the training of Pakistani law enforcement officers, as part of the Pakistan Forensic Capability Development Project for several class intakes in 2013.

The CIT Fit & Well gymnasium is an authentic learning environment for fitness, sport and

health students, and operates as a commercial gymnasium open to the public. Under trainer supervision, suitably trained students operate the gym, including providing personal trainer sessions, while students from the health and allied health areas provide appropriate support in their fields of study.

The CIT Bruce High Risk Training Facility, which opened on 1 October 2012, is leading the field in high risk training for construction workers. CIT training for high risk licenses includes dogging training, rigging, scaffolding, crane and forklift. CIT has an MOU with CSI and is the CFMEU's preferred provider for high risk licencing.

CIT also continued to provide a wide range of commercial services for the public that embed training opportunities for students in different programs.

These include:

– CIT Beauty
– CIT Fit and Well
– CIT Functions
– CIT Hairdressing
– CIT Health Sciences Student Clinics
– CIT Music Industry Centre
– CIT Plant Clinic
– CIT Restaurant
– CIT Travel
– CIT Regional.

Workplace delivery

Delivering training in the workplace has advantages to enterprises that have specific training needs, and those that cannot release staff for prolonged periods for on-campus training. Such programs generally commence with Skills Recognition where appropriate, with training designed to fill skills gaps, and often customised to the individual student or enterprise. More and more partners are opting for online components to complement the workplace delivery and on-the-job training.

Examples of successful workplace and onsite delivery in 2013 include:

– **Fyfe** a well-established land, resource and infrastructure development consultancy specialising in comprehensive engineering, planning and surveying in Darwin is putting staff through CIT's Certificate IV in Surveying using a mix of delivery methods.

– developing the construction skills that support the CIT Certificate III in Surveying and Spatial Information for tech savvy **VET in Schools students at Varsity College** in South-East Queensland. This is based on delivery that combines face-to-face workshops, online components through eLearn and the support and mentoring of their teachers. Eighteen students, made up of an even mix of males and females, started and completed this study as part of their Year 12.

Library services in a learning commons setting

CIT Libraries provide a supportive learning commons environment for all CIT students, located on all six CIT campuses. These learning commons focused on supporting students' learning needs in 2013 by providing library services (both face-to-face and online), access to computers and the internet, photocopying and printing services, technology enhanced, comfortable spaces to work individually and in small groups, and access to assistance. Drop-in Learning Support has been popular at CIT Reid, CIT Bruce and CIT Woden libraries, and at CIT Tuggeranong and CIT Gungahlin, a full range of student services are also available. CIT student are able to access whichever CIT Library suits their

needs – for example on the campus where they study or near where they live or work.

A PC booking system has allowed for more efficient, equitable and self-managed access to computers in the CIT Library by students: an internet-based PC booking system was enabled in 2013.

To assist in this endeavour, CIT Library, CIT Student Services and CIT Health, Community and Wellbeing sought and won funding via a National VET E-learning Strategy Higher Qualification Pathways Project to develop and pilot a model to use e-learning to build academic self-esteem. The project, built on a pilot in 2012, was extended to support two additional programs: the Diploma of Childcare and the Advanced Diploma of Community Sector management.

Intellectual property (IP) advice has been provided to many staff and students by the CIT Copyright Officer. An IP training module has been redeveloped in e-formats to inform and support a range of learning delivery.

Learning resources

The number of 'live' learning resources in eLR is currently around 63,000. There have been 12,861 learning resources contributed to eLR in 2013. However, following deduplication and archiving, 6,456 new resources were contributed to the repository.

CIT Library staff moderated 5,180 learning resources in 2013 – averaging 470 per month.

CIT's eLR implementation continues to be recognised as a leading-edge example of implementation of a digital object repository.

Flexible learning options at CIT Gungahlin

Since opening in April 2011, CIT has continued to grow and consolidate its presence in Gungahlin in 2013, increasing enrolments by continuing and new students into current courses and additional courses that meet the needs of Gungahlin residents.

More than 67,388 nominal hours of training have been delivered in Gungahlin; an increase from the previous year when compared to 64,500 nominal hours in 2012. CIT Gungahlin courses experienced increases in hours in the following course areas: business (40%), health, community and wellbeing (26%), Access 10 and other Vocational College courses (20%), information technology (9%) and creative industries (5%).

CIT Gungahlin works closely with Gungahlin College and Libraries ACT, a relationship formalised with an MOU. CIT is an active contributor to regular meetings and has been involved in one-off community events such as the promotion of the NBN digital hub at the Gungahlin Public Library.

Flexible learning options at CIT Tuggeranong

CIT Tuggeranong relocated to the Centrepoint Building in Tuggeranong to continue its commitment to deliver flexible learning in Tuggeranong. A total of 42,839 hours were delivered in 2013; a steady increase on delivery in 2012 with business courses the most popular option at 68%, followed by ICT (19%) and Access 10 at 13%.

Student showcases and exhibitions

Student showcases provide students the opportunity to present the results of their training to other students, industry representatives and the wider community. These showcases highlight the outcomes from quality teaching and learning environments.

CIT Forensic Science Research Showcase

provides CIT Bachelor of Forensic Science (Crime

Scene Examination) students an opportunity to present their final year research projects to industry and the wider community. In 2013, research projects were conducted on areas as diverse as DNA transferability, arson detection, blood stain enhancement and factors affecting the accuracy of sniffer dogs.

CIT Momentum 2013 was a CIT Creative Industries series of events which opened on 21 November at Westfield Belconnen showcasing the work of students graduating from qualifications in fashion, photography, visual arts, building design, interior design, graphic design, digital media, architectural drafting and music.

MICfest is an annual student music festival and showcase held at the CIT Music Industry Centre (MIC), Woden. This event launches emerging CIT student musicians from MIC into the community and industry at large. The festival is planned and run by current music, media production, journalism, public relations and digital communication students.

Floral Inspirations was an exhibition by CIT floristry and floral design students that coincided with Floriade. The exhibition was held in September in the Canberra Centre.

Hession, Cellars and Ice was a student project exhibition at the Queanbeyan Museum launched on 19 April.

Virtues, Vices and Victories was a CIT Museum Practice student event which opened on 9 May at CIT Reid.

CIT's latest **building design, interior design and architectural drafting graduate exhibition** of 25 works was on display for a week at Westfield Belconnen. 500 industry guests attended the opening on 21 November.

2013 photography students' final exhibition was held at the High Court with strong attendance from industry.

Kaleidoscope 2013 was a one-day exhibition of CIT's 2013 graphic design and digital media students at the CSIRO Discovery Centre on 28 November.

Student competitions and awards

22 April: CIT opened its kitchens for a new Clubs ACT Awards for Excellence competition where local chefs were pitted against each other in the **inaugural ACTTAB Chefs Battle**. Contestants came from nine clubs around the ACT including the National Press Club, Canberra Southern Cross Club and Gungahlin Lakes.

3 July: CIT tiling student Luke Wray competed in the WorldSkills International competition in Leipzig Germany as a Skillaroo.

7-11 July: Twenty CIT students participated in the 2013 Eastern University Games in Wollongong in at least three sports. CIT offset the cost of travel to Wollongong by contributing the CIT bus.

9 August: CIT introduced a new equity scholarship initiative in 2013. One scholarship was awarded to a student with a disability and the second scholarship was for a student from an equity group. Each student was awarded $400 (refer to Section C16).

14 September: CIT floristry students competed in the **Passion for Fashion event at Floriade** where students constructed gowns made from fresh flowers.

September–October: CIT was the Gold Sponsor for five categories for the **ACT WorldSkills Regional** competition. CIT hosted a variety of trades including the restaurant service competition at CIT Restaurant and construction competitions at CIT Bruce. 2013 Regional winners will go on to compete in the 2014 national competition in Perth.

October: the fourth **United Nations CIT Photography Competition** was held in Canberra. The theme for 2013 was the International Year of Water Cooperation. CIT students responded with unique and highly creative photographs. The major prize was an internship with the UN, while category winners won an internship with CSIRO or News Corp Australia.

C100 Centenary of Canberra

CIT was involved in several programmed Centenary of Canberra events along with CIT-led Centenary events including:

– Canberra's 100th Birthday celebrations, 11 March: CIT students volunteered to be part of history to serve at the **world's longest bubbly bars**.

– Music, Markets and More at CIT, 19-21 March: CIT hosted **three days of special activities** as part of the Centenary of Canberra celebrations, which included markets, entertainment, afternoon tea, staff and student art exhibitions and performances by Yung Warriors.

– **National Close the Gap Day at CIT, 21 March:** a special afternoon tea was hosted on National Close the Gap Day at CIT Restaurant. CIT Chief Executive (Acting) Ms Jenny Dodd, Dr Tom Calma AO (Adjunct Associate Professor at the National Centre for Indigenous Studies, ANU) and Mick Gooda (Aboriginal and Torres Strait Islander Social Justice Commissioner) signed the Close the Gap pledge.

– **Fashfest, 1-4 May:** Canberra's inaugural Fashion Week event. Creative CIT students volunteered to help shine the spotlight on Canberra's diverse local design talent; including collections from CIT graduates of the Bachelor of Design (Fashion).

– As part of C100, CIT Yurauna Centre, in partnership with Banmirra Arts, ran a workshop to make a **Federation possum skin cloak**, possum skin dance belts and possum armbands.

– *A Taste in Time* **dinner, 24 June:** a CIT Council hosted dinner showcasing the talents of CIT's chefs. The dinner was a fine food journey through the chef's culinary stories of Canberra over five inspired courses, attended by 170 CIT industry and business partners and representatives.

CIT continues to play a prominent role in the National VET E-learning arena

The National Vocational Education and Training E-learning Strategy (the Strategy), an initiative of the Australian state and territory governments, is aimed at strengthening the Australian training sector's use of new learning technologies, stimulating innovative approaches to increasing participation in training and employment, and improving the skill levels of the Australian workforce. The Flexible Learning Advisory Group (FLAG) is an advisory group of the National Senior Officials Committee (NSOC) and has oversight of the Strategy.

In 2013, CIT continued to play a prominent role in managing and leading the Industry System Change business activity, supporting the adoption of e-learning in industry by sponsoring the development of industry-wide e-learning plans and programs, including those which have a regional focus. CIT also continued to support the ACT e-learning support services via the E-learning Coordinator and Content Services Advisor. The e-learning coordination service provides leadership in the coordination and provision of activities that encourage the take-up of e-learning by VET providers and implement the Strategy within state and territory training systems. The content services advice service supports RTOs to create, obtain, and use e-learning content and develop and publish content according to VET requirements. During

2013, professional development activities were offered for ACT practitioners on all things e-learning, including using the latest technology in training and delivery practice.

In 2013, CIT continued to provide e-learning support services in the ACT. CIT has won five projects from the E-learning for Participation and Skills business activity and one project from the Industry System Change business activity for an Industry e-validation of assessment pilot. These are:

1. Academic Self-esteem (part 2) by CIT Library and Learning Services and CIT Student Services

2. Clothing Production for Refugees by CIT Creative Industries

3. Academic Skills for Learners with Disability by CIT Student Services and CIT Library and Learning Services

4. Advancing Fire Investigation Skills Nationally by CIT Health, Community and Science

5. Innovative Online Teacher Training Facilitation by CIT Education Excellence

6. Metal Fabrication e-Validation Pilot by CIT Trade Skills

The national Flexible Learning Advisory Group (FLAG) recognised the significant contributions previous CIT representatives have made over many years to FLAG. CIT continues to represent the ACT on FLAG.

Business opportunity and development

CIT achieves around 31% of its funding from contestable sources, and with the support of CIT Brand and Business Development, each of the teaching colleges is attracting contestable funds. Through the restructure, the relationship between marketing and business development has been strengthened and better positioned CIT to meet the future challenges of the VET environment. This further strengthens CIT as a quality provider of training with excellent support services for students. CIT's size and the broad scope of training offered means a complete service can be offered to clients to meet a range of training needs.

International relationships

CIT hosted or co-hosted a number of international delegations in 2013. These included representatives from Korea, Columbia, Thailand, China on three occasions, and Indonesia on two occasions. Other local meetings with international officials included:

– **Mauritius** – the CIT Chief Executive and Executive Director, Development, met with the Mauritian High Commissioner and the Trade Commissioner on 6 February. An MOU with the University of Mauritius was signed on 20 February. This signing was attended by the Australian High Commissioner, the Mauritian Minister for Tertiary Education and the Mauritian Minister for Foreign Affairs in Mauritius. Initial opportunities exist in the areas of public policy and governance (through the Australian Awards for Africa program – AusAID) and allied health. The MOU was signed under seal by both entities.

– **El Salvador** – the CIT Chief Executive and Director, Business Development, met with representatives from the Embassy of El Salvador, including Ambassador Manuel Gutierrez-Ruiz and Minister Counsellor Diana Venegas, to look at opportunities for partnering with CIT.

– **Argentina** – CIT, in partnership with ETD, hosted a large delegation from Argentina including the Governor and Ambassador. There was enthusiastic interest in student exchanges.

– **Indonesia** – On behalf of TAFE Directors Australia (TDA), CIT hosted five leaders from Indonesian Polytechnics as part of an Australia-Indonesia Polytechnic Mentoring Program.

CIT representatives also pursued international opportunities with meetings in:

– **India** – CIT signed an agreement with the Australian Vocational Training and Employment Group (AVTEG) relating to Indian students. Part of this agreement included three CIT staff attending the national skills conference in India in September to confirm partnership arrangements and to increase business opportunities while showcasing CIT through the AVTEG partnership and representing CIT as gold sponsor at the Global Skills Summit.

– **China** – two CIT representatives were guests of Yassin International's delegation to China in June to pursue opportunities in automotive trade training in servicing, repair and maintenance. While in China the CIT representatives attended the All In Tuning/All In Caravanning Show automotive trade show in Beijing. CIT will benefit from the contacts made through the MTA (Motor Trades Association ACT) which has years of experience in China. Opportunities for further work with electric cars were explored.

– the General Manager, CIT Solutions travelled to China in April and attended a dinner for the Australian Prime Minister organised by TAFE Directors Australia (TDA). A number of international education agents attended and partnership opportunities were explored.

– **United States** – two CIT representatives attended a seven-day workshop in the United States as part of the Nissan electric vehicles contract.

Training funded from contestable government sources

Examples of projects undertaken by winning contestable funding from government initiatives include:

– The **Productivity Places Program (PPP)** a training initiative of the Commonwealth Government's Skilling Australia for the Future initiative aiming to reduce skills shortages and increase the productivity of industry and enterprises. The funding from this initiative is enabling an increase in the number of funded training places to ensure the development of skills needed in the modern labour market. PPP training places are available to job seekers and existing workers. A total of 794 completions have been achieved to date from qualifications ranging from certificate II, certificate III, certificate IV, diploma and advanced diploma level. The Training Initiatives Unit is working with the colleges to ensure that the remaining active participants complete by their due date.

– CIT was successful in partnering with employers in securing training support from the National Workforce Development Fund (NWDF) and its predecessor the Critical Skills Investment Fund for critical skills shortage areas. These projects included partners from CSD, the ACT Motor Traders Association (MTA) and the Spatial Industries Business Association (SIBA).

International students

In 2013, CIT continued to be successful in attracting international students, despite industry-wide difficulties. Nationally, a decrease in the number of international students was observed across the TAFE and wider VET sectors. This is partly a consequence of the high Australian dollar, but also driven by the streamlined process for visas for

international students attending universities, and the new Genuine Temporary Entry Rules. While the visa process for international students attending universities has been simplified, CIT has noted that visas for international student applications for TAFE courses are more difficult to obtain, with greater numbers of rejections (the rejection rate appears to have more than doubled).

Australian Education International (AEI) figures on international student data are up to October, which is as far as official figures go for 2013. International student enrolment data indicates that enrolments and commencements in the VET sector declined by 7.4% and 1.6% respectively. CIT has seen a marginal increase in both enrolments (1.3%) and commencements (0.7%) which is a positive shift against the national VET trend.

Enrolments and commencements in the English language intensive courses for overseas students (ELICOS) sector grew by 19.9% and 20.8% respectively, mostly as a result of the streamlined visa process for universities, where packaging of courses through universities and ELICOS partners created a pathway. CIT saw enrolments and completions drop -10.1% and -7.2% respectively, VET sustained a drop like CIT. ELICOS is a sector driven by cost, the relatively high value of the AUD isn't as conducive to recruiting students as the sector is price sensitive.

In 2013, CIT's international students came from 92 countries. The top 10 were:

1. Korea
2. China
3. Philippines
4. Saudi Arabia
5. Vietnam
6. Bhutan
7. Thailand
8. Pakistan
9. India
10. Peru.

This is the first time Peru has entered CIT's top 10 countries. The largest growth comes from Bhutan and the Philippines. The growth by course area is the health sciences.

CIT is one of the largest VET providers of Endeavour Scholarships to overseas students, an initiative managed by the AEI.

International student satisfaction ratings are not available for 2013, as the i-graduate International Student Barometer is not administered annually.

Connected ACT tertiary system

Significant reform marked 2012 in the national tertiary education environment. With the earlier establishment of ASQA and TEQSA, 2013 saw the VET sector wade through policy implementation challenges. CIT and ETD met regularly in 2013 as local and national priorities, entwined between national quality regulations and jurisdiction specific VET regulation, were met. Preparation for future changes to AVETMISS; the introduction of the anticipated Unique Student Identifier; entitlements and income contingent loans, along with independent validation of assessment, were cause for continued questions around clarity of policy position as CIT prepares to meet the demands of a more competitive market.

People

CIT People Committee

The CIT People Committee was formed in 2013. This committee is the peak body within CIT for providing strategic HR leadership and setting future

direction. The People Committee is intended to provide organisational governance to, and visibility of, the management of CIT's people resources within an accountability context.

CIT draft Code of Practice

In 2013, the CIT draft Code of Practice document was developed to establish clear guidelines on standards of behaviour and professional practice expected of all CIT staff. Significant staff consultation occurred during September to progress its development.

Enterprise bargaining agreements

During 2013, new negotiations commenced for enterprise bargaining agreements ending in 2013 for general staff *(ACT Public Service Canberra Institute of Technology Enterprise Agreement 2011-2013)* and for teaching staff *(ACT Public Service Canberra Institute of Technology (Teaching Staff) Enterprise Agreement 2011-2013)*.

Minimum teaching qualifications

A continuing priority into 2013 for the human resource management of teaching staff was to ensure that teachers held the minimum teaching qualification required under the ASQA standards. CIT Education Excellence began the task of upgrading teacher qualifications in 2011, and continued in 2012 and 2013. For more information refer to Sections C6 and C8.

CIT Reconciliation Action Plan

The CIT Reconciliation Action Plan (RAP) launched in 2012, continued to be a focus in 2013.

CIT Yurauna Centre offered free Aboriginal and Torres Strait Islander Cultural Awareness Training for CIT staff across the organisation as part of the CIT Reconciliation Action Plan to: *Provide Aboriginal and Torres Strait Islander cultural awareness* and to meet the RAP criterion for *all staff to participate in cultural*

awareness/competency training within six months of their appointment at CIT.

The signing ceremony of the Close the Gap pledge was a highlight of 2013, for more information refer to Section C21.

Organisational efficiency and development

The effective use of assets and improvement in policies and procedures is a continuous process for CIT. Two key areas where CIT improved organisational efficiency were in online enrolments and complaints management.

Restructure impact on systems

Following the incremental internal restructure, CIT's HR (Chris21), finance (Oracle) and student administration (Banner) systems required urgent updates to reflect the new organisational design in time for 1 January 2014. This was achieved parallel to the upgrade of secondary systems such as the CIT listings on the ACT Directory used internally and by Canberra Connect, and the myriad of niche ICT systems that are partially linked but require human support. Some systems will continue to be updated in 2014.

Internal communication

CIT made substantial improvements to its intranet, the Staff Information Service (SIS), that went live on 30 August. The new SIS aims to create a sense of community and dynamism. Improvements include a sophisticated search engine to improve accuracy and reliability of search, new quick links to a range of resources, a comments page, and a 'what's on?' page.

CIT brand positioning statement

Parallel to the restructure implementation and staff consultations of the new strategic plan, CIT revisited its brand positioning statement at the end of 2013.

This resulted in a new campaign to coincide with student recruitment for 2014 and a new CIT brand positioning statement.

CIT is a dynamic, connected and diverse vocational education and training provider, offering quality skills development to individuals, employers and industry in Canberra, Australia and globally.

CIT's brand personality

In conjunction with the brand positioning statement, CIT adopted the personality traits that staff agreed best described the personality of CIT:

CONNECTED - Learner-focused, industry-led, community-minded, collaborative, supportive

DYNAMIC - Innovative, vibrant, stimulating, flexible, responsive

CONFIDENT - Experienced, reliable, quality, capable, ambitious

DIVERSE - Accessible, fun, kaleidoscopic, inclusive, passionate

TRANSFORMATIVE - Creative, inspiring, encouraging, aspiring, digital

The position statement and brand personality will continue to shape our brand development and marketing campaigns in 2014.

CIT website: cit.edu.au

CIT recognises the need for social engagement as a natural extension of its online activities. Over several years CIT has improved the search and select functionality of its public website **cit.edu.au**.

Google Analytics (GA) is the most widely used website statistics service and is used by CIT to monitor both website and eLearn visits. According to GA, the CIT website was visited 972,793 times in 2013, which breaks down to over 81,000 site visitors per month, compared to approximately 76,500 site visitors in 2012.

CIT also maintains an active presence on:

– **Facebook** for engagement and promotion
– **LinkedIn** for professional networks
– **Google +** for content searches
– **Twitter** for announcements
– **YouTube** for video hosting.

CIT is committed to the World Wide Web Consortium's (W3C) international standards for website accessibility. The current standards are the Web Content Accessibility Guidelines version 2.0 (WCAG 2.0) and CIT enjoys a double A (AA) rating.

Infrastructure

There were no major infrastructure works at CIT during 2013, and the organisation concentrated on the efficient use of existing resources.

In early 2013, CIT Tuggeranong temporarily relocated to the Centrepoint Building. CIT promoted its central, temporary location to CIT students and the Tuggeranong community.

CIT will continue to plan for a new, larger, purpose-built CIT facility in Tuggeranong that will allow for full course offerings, a greater diversity of flexible learning options, incorporating the lessons gained from the highly successful launch and subsequent expansion of CIT Gungahlin.

Consultations on updating CIT signage on each CIT campus to reflect the organisational redesign commenced in 2013 and will be implemented in 2014.

For more information:

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The outlook for CIT in 2014 and beyond will be heavily influenced by the unprecedented rate of skills reform at the national and jurisdictional level. Changes in expectations and requirements of public providers and implementation of the National Partnership Agreement on Skills Reform in the ACT will also impact the direction for CIT. Amidst these changes CIT will continue to actively pursue the goal of being the leading provider of VET in the ACT and Australia.

National Priorities

At its inaugural meeting in November 2011, COAG's SCOTESE set out an extensive agenda that included VET reform, foundation skills, apprenticeship reform, tertiary education reform, workforce planning and international education. CIT began work on implementing reforms in 2011, and continued to do so in 2012 and 2013. This work will carry over into 2014 and CIT will ensure its policies, procedures and practices are consistent with ASQA and TEQSA directions.

On 18 September 2013, the Department of Industry portfolio was established. This portfolio holds responsibility for the training and skills sector, also known as VET. The Department of Education's portfolio includes responsibility for early childhood education, school education, post-school, higher education, international education and academic research. This significant shift highlights the government's focus on aligning training and skills with industry.

Considerable work through national and local projects on independent industry validation of assessment has demonstrated CIT's programs are aligned to industry expectations and relevant.

Skills reform

COAG's agreed national partnership seeks to deliver:

- more **accessible** training for working age Australians and, in particular, a more **equitable** training system, which provides greater opportunities for participation in education and training

- a more **transparent** VET sector, which enables better understanding of the VET activity that is occurring in each jurisdiction

- a higher **quality** VET sector, which delivers learning experiences and qualifications that are relevant to individuals, employers and industry

- a more **efficient** VET sector, which is **responsive** to the needs of students, employers and industry.

CIT will continue to meet with ETD to collaborate in the development of the skills reform implementation plan at the jurisdictional level. The immediate focus for CIT is the pillar of 'access'. The conditions of entitlement and income contingent loans are complex to implement and require clarity in 2014 in preparedness for student, government and community expectations.

In April 2012, COAG agreed to the implementation of a specially designed tool called the Unique Student Identifier (USI). COAG also agreed that SCOTESE takes forward the implementation of the USI. The Student Identifiers Bill 2013 was listed for debate in the 2013 Winter Sittings of Parliament. Due to a full legislative program at that time, and the federal election being called, the Bill was not considered by the Parliament. As a result, the planned implementation of the Unique Student Identifier scheme will not commence as scheduled on 1 January 2014. Guidance on the timeframes concerning the USI will be another development closely monitored, as system upgrades for ACT AVETMISS requirements were implemented in 2013. However, the Bill lapsed with the dissolution

of the 43rd Parliament and at this stage has not been reintroduced.

The ACT Skills Needs List (refer to Section A2) will provide an adaptive and dynamic approach to identifying ACT skills needs at a qualification level. The ACT Skills Needs List will also inform the ACT Government's allocation of funding to training in the future. This impacts CIT's training profile, program viability and program fees for students. As the ACT's largest public provider of vocational training, CIT must also balance the community's expectations of the public provider.

Regulators and accreditation

There are numerous regulators of quality that CIT reports to:

- VET delivery – ASQA, Dept. of Industry and ACT ETD

- Higher education delivery – TEQSA and Dept. of Education for International Students

- ACT Year 12 delivery – ACT BSSS and ACT ETD

- ACT specific VET regulations – ACT ETD

- Courses to international students in Australia on a student visa – ESOS Act

- AQF across VET, higher education and schools.

CIT was successful in seeking reaccreditation to be a higher education provider and received a further seven-year accreditation through TEQSA. CIT was pleased with this outcome.

The Australian Nursing and Midwifery Accreditation Council (ANMAC) Accreditation Committee confirmed that the CIT Diploma of Nursing has received approval for accreditation for five years with no conditions. Accreditation of five years is the maximum length possible and reflects the quality of CIT's Diploma of Nursing course. CIT's Diploma of Nursing has now been ratified through the Nursing and Midwifery Board of Australia (NMBA) and is listed on their database of approved programs of study.

New structure

To address internal capacity and organisational culture, the CIT executive undertook a strategic review and planning process under the title *Gearing up for Business*. A series of discussion papers addressing a range of topics were produced in 2012 and 2013, and staff input was sought through forums, papers, and direct feedback. The scale of change was a significant internal restructure.

CIT transitioned to the new structure over several months, which enabled systems to align for the start of 2014. The Term 4, 2013 transition also afforded a reinvigoration of attitudes, morale and enthusiasm to the change. Several secondary systems will be refreshed to reflect the new structure in 2014.

The reorganisation of functional responsibilities supports matrix management. The creation of four colleges supported by four divisions is a significant change; it will see shared responsibility and make more effective use of resources.

The organisational redesign has been adopted by and large. There are some program alignments that are being monitored and will be reviewed in 2014 to ensure the best fit for the organisation.

New strategic plan

CIT developed its strategic plan *CIT 2014-2016* to meet the demands of a more competitive market.

The dynamic strategic plan has seen a refreshed vision and mission and identified three strategic drivers:

- learners
- people
- partners.

Foundation skills

The National Foundation Skills Strategy for Adults (the National Strategy) was launched on 28 September 2012. The strategy was developed as a joint initiative by the Australian and state and territory governments. The aim is to ensure that two-thirds of working age Australians will have literacy and numeracy skills at Level 3 or above by 2022.

The National Foundation Skills Champion Network's ACT representative is the CIT Foundation Skills Head of Department. This highlights the knowledge, expertise and connectedness that CIT holds in this important area. CIT has leveraged the leadership and enthusiasm at CIT to win one of five Workforce Development Projects, currently being piloted at CIT. The project combines the skills and knowledge of curriculum and vocational experts from nine disciplines to develop models for integrated delivery of foundation skills units of competency in mainstream courses.

In 2014, and beyond, CIT will continue to provide programs that support disadvantaged and second chance learners. CIT will also maximise opportunities that emerge from the National Strategy, and from the Foundation Skills Training Package which was developed as part of a national, systemic approach to developing foundation skills units of competency, qualifications and skill sets.

This will include delivery of programs such as Access 10, but will also involve working across CIT to develop an integrated foundation skills strategy. CIT will also target funding from the Skills for Education and Employment (SEE) program, as well as from the Workplace English Language and Literacy Program (WELL).

CIT will continue to ensure access to all programs utilising the eLearn space, through the ongoing development of online delivery models and technologies for appropriate programs.

Workforce planning

CIT anticipates that there will be growth in training requirements for the community services and health workforce, and will continue to work with the ACT Government and ACT Health Directorate to implement health and community service reforms and workforce plans. A major focus for CIT will be to respond to the implementation of the National Disability Insurance Scheme (NDIS), where it is expected that extra training will be required in the areas of disability care and case management, and also training for clients of the system, to empower them to make decisions about their own care and service requirements.

CIT also anticipates working with the ACT Health Directorate to develop training programs in the area of population health, in response to the directorate's *Towards a Healthier Australian Capital Territory 2012–2015* strategic framework.

CIT will continue to monitor and respond to demand in the construction industry, especially in the areas impacted by the reform to the apprenticeship system. CIT Building and Construction is also planning to provide training in the new *ACT Work Health and Safety Act (2011)*, to assist in addressing the unsatisfactory statistics for workplace safety in the building and construction industry in the ACT.

CIT will be looking to new funding opportunities for trades training in areas such as metal fabrication, electrical trades, hairdressing and hospitality through the National Workforce Development Fund, in partnership with relevant industries and enterprises.

To facilitate entry into the workforce, and to prepare participants for further vocational training, CIT will continue to seek increased enrolments in foundation skills programs such as Access 10. Implementation of the Foundation Skills Training

package, and development of further online resources, will be part of this effort.

International education

In 2013, CIT contended with the same difficulties in attracting international students that were felt industry-wide in the TAFE and wider VET sectors. The streamlined visa process together with the new Genuine Temporary Entry Rules made it easier for international students to obtain visas to attend universities; but conversely made it more difficult for international students to obtain a visa to attend TAFE and other VET institutions. Notwithstanding these difficulties, CIT performed well in attracting international students in 2013 (see Section A3).

New programs and projects

Serco

In addition to the training agreement signed between CIT and Serco in 2013 for the delivery of accredited training to managers and middle managers, CIT will also deliver accredited training in Certificate III Community Services and Certificate III in Children's Services to Serco in 2014.

ACT Independent Industry Validation of RTO Assessment

In 2013, seven of the nine ACT Independent Industry Validation of RTO Assessment (IIVA) Practices Pilot Programs had CIT as an RTO partner. These projects, which will continue into 2014, were:

1. **Certificate II in Hospitality** – CIT has partnered with the national industry affiliated body, the Australian Culinary Federation, and a national group employer, WPC Group, to develop a pilot to independently validate assessment tools and assessment outcomes for students engaged in Certificate II in Hospitality (Kitchen Operations).

It is intended that this model will be adapted, refined and expanded to also suit the Certificate III and IV in Hospitality qualifications.

2. **Units from Certificate II in Drainage and Certificate III in Plumbing** – CIT has partnered with the Environmental and Sustainable Development Directorate (ESDD) and a range of local employers who are members of the ACT Master Plumbers Association and specialise in areas related to the different units of competency.

3. **Certificate III in Conservation and Land Management** – CIT partnered with the ESDD and Canberra Cemeteries to integrate industry validation of the full suite of competency outcomes related to the Certificate III in Conservation and Land Management. CIT has only been delivering this program for three years and has seen this as an opportunity to network with local industry in a more structured and applied manner.

4. **Certificate IV in Information Technology** – CIT has been working closely with the Australian Government Information Management Office (AGIMO), the Australian Computer Society and the Department of Finance and Deregulation in validating the outcomes of assessments related to the Certificate IV in Information Technology.

5. **Certificate II and III in Business: People with a Disability** – CIT has partnered with the Department of Families Community Services and Indigenous Affairs (FaHCSIA), and the Department of Health and Ageing (DHA) to review current assessment practices and recommend any reasonable adjustments to assessment practices for people with a disability, as well as validating both current and adjusted assessment practices.

6. **Certificate III in Business Administration: Multijurisdictional Approach** – CIT is partnering with interstate RTOs, Riverina TAFE Griffith and Western TAFE Orange, to validate the Certificate III in Business Administration. The industry partners involved in this project include a local association and employer as well as cross border employers, being the ACT & Region Enterprise Connect, National Archives of Australia, West Care Incorporated (Orange) and Griffith City Council. This multijurisdictional approach also aims to support students learning and transitioning from regional areas of NSW to capital cities with minimal disruption.

7. **Certificate III in Clothing Production: Refugees in the Workplace** – CIT has partnered with the Council of Textile and Fashion Industries of Australia, No Sweat Fashion and Mont Adventure Equipment to develop a process to independently validate assessment tools and student assessment outcomes for the Certificate III in Clothing Production. This proposal also includes funding of 20 training places for a student cohort involving refugees and disadvantaged migrant participants at No Sweat Fashion. Several of these training places will also directly contribute to the national target of qualifications completed by mature age workers under the National Partnership Agreement on Skills Reform. No Sweat Fashion has utilised an empty sewing room at UC High School Kaleen as their workshop base for this project.

Vocational Education and Training Outbound Mobility

The Vocational Education and Training Outbound Mobility Program is a federal government initiative funded through the Department of Innovation. CIT won three projects in 2013 that will continue into 2014. The projects will target:

- photography and Indigenous students on a photography study tour in Indonesia

- animal technology students undertaking voluntary work with elephants in Thailand

- teacher education students attending and participating in a skills development conference in India.

National VET E-learning Strategy

CIT won one of only four National VET E-learning Strategy applied research projects, awarded in late 2013. The project titled *Capturing information to improve learner retention and completion of courses* will assist practitioners in analysing data being gathered to measure student behaviour and performance, with the intent of flagging learners potentially at risk of disengaging and those who are struggling, thereby improving retention rates. CIT will look at paradata to illustrate how learners interact and progress through online activities, and provide RTOs and industry with an understanding of online engagement strategies. Project deliverables are due in 2014 and will include a literature review and a review of current analytics tools.

National Workforce Development Fund

The National Workforce Development Fund (NWDF) assists individual enterprises and industry sectors to increase their workforce capacity by providing employers and workers with the opportunity to enhance their skill levels through formal training. In 2013, CIT was successful in partnering with Restaurant & Catering Australia (R&CA) for a Service Skills Australia brokered NWDF project. R&CA is the national association for restaurants and catering businesses across Australia. In 2014, CIT will be the provider for the ACT and region to deliver skill sets from the Certificate IV in Commercial

Cookery for employers and supervisors to help them support and mentor their Australian apprentices.

Other ACT programs and projects

CIT secured funding for several ACT programs and projects in 2013 which will be completed during 2014, including:

- five **Priorities Support Program (PSP)** projects for Vocational Pathways, Certificate III in Disability, Certificate II in Automotive in partnership with the Ted Noffs Foundation and Certificate III in Community Services and Hospitality.

- one **ACT Adult Community Education (ACE) Grants Program** project for hair and beauty – CIT will provide a contextualised language, literacy, numeracy (LLN) and information and communications technology (ICT) taster program for sole parents.

- one **ACT Flexible Learning Options (FLO) Program** project for Access 10 – the project will provide CIT Access 10 students with real life art opportunities in conjunction with the Ned Noffs Foundation. The program aims to support and engage young people in quality VET opportunities, in a range of formal and informal settings, using flexible and learner-centred activities.

New facilities

Achieving the CIT vision requires new thinking about learning, less restrictions in IT and around physical assets, and more control in business decision-making.

The outcome of the feasibility study to establish how VET delivery can be improved in south Canberra will inform future infrastructure development in south Canberra districts.

CIT Tuggeranong is currently temporarily located in the Centrepoint Building in Tuggeranong, with plans underway for the development of CIT Tuggeranong on a new site continuing in 2014.

Preparing for the future

Some of the environmental issues impacting the VET sector and CIT include:

- uncertainty regarding the future focus and size of TAFE and public provision of VET, both nationally and within the ACT

- reduction in VET profile funding over the last few years and the anticipated continuance

- static federal funding for the VET sector and a high potential to reduce in the next few years

- current underutilisation of a large number of government assets managed by CIT

- growing competition and commercialisation within the VET sector which is being impacted by the increased competitive environment for tertiary education provision in the ACT

- growing pressures on the ACT Budget to balance community expectations

- the impact of some current government policy positions on the ability of CIT to become more efficient and responsive. CIT is now operating in an environment of greater competition as agreed between the ACT Government and the Australian Government in the National Partnership Agreement on Skills Reform.

CIT strengthened the governance role of the CIT Academic Board as a key forum for recommending future program development to the CIT Board of Management. The internal governance was reviewed in 2013 as part of the restructure (refer to Section C5). The new Teaching and Learning

Framework 2013–2015 guided business plan development for the colleges and divisions in 2014, to ensure that needs of learners are met.

There will be other challenges in the coming years. Some of these can be anticipated; such as through continued preparation for the introduction of Income Contingent Student Loans, with improvements to internal systems and processes. Similarly, changes in the funding and training purchasing processes of government will affect the development of CIT processes and procedures. In such a rapidly changing environment there will be other changes, possibly major, that will require innovative and flexible responses by CIT.

During 2013, CIT continued the implementation of a series of projects under the title *Gearing up for Business*. Project teams, led by the executive, reviewed systems, practices and structures, and recommended changes as appropriate to ensure that CIT will meet emerging needs in seven key areas:

– structure
– systems – human resources, finance, business decision-making, student administration and management information
– academic quality processes
– culture
– marketing
– program offerings
– contestable funding.

CIT has a strong planning and preparation process, and a resilient and innovative approach to change. CIT has an outlook characterised by confidence, supported by a long record of excellence in the achievement of its goals.

For more information:

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A5

General overview

The year 2013 has been very successful, with CIT continuing to excel in delivering government-funded and commercial training, despite continued uncertainty and challenges at local, national and international levels. All performance targets were met or exceeded and other highlights included very high student and employer satisfaction levels and above target achievement of module pass rates.

Objectives

CIT's mission is 'changing lives through quality education and skills development for individuals, industry and community', supporting its vision 'to be the leading provider of vocational education and training in the ACT and Australia'. CIT is committed to meeting the needs of a diverse range of clients through its responsive and innovative education and business practices.

Financial performance

This year CIT had a better than budgeted financial result, reflecting prudent management of financial resources during the course of the year.

The operating result was solid, with the major contributing factor to the variance from the budget being the result of a planned transfer of the Watson campus back to the ACT Government (approximately $8 million) that did not take place. Excluding this item, the operating deficit was within 9% of budget and the variance from budget of the operating result was within 1% of budgeted turnover.

The specific income and expense variances affecting the operating result are detailed in the income and expense sections of this report. The financial information in this report is based on audited financial statements for 2012 and 2013, as well as the CIT Statement of Intent 2013 14.

Total income

Components of income

Total income for 2013 was $102.5 million. This outcome is $1.9 million or 1.8% below the 2013 budgeted income and represents a decrease of $4.2 million or 3.9% from 2012.

Figure 1 indicates that CIT received 65.4% or $67.1 million of its total revenue from the ACT Government as Government Payment for Outputs (GPO).

Figure 1: Components of revenue
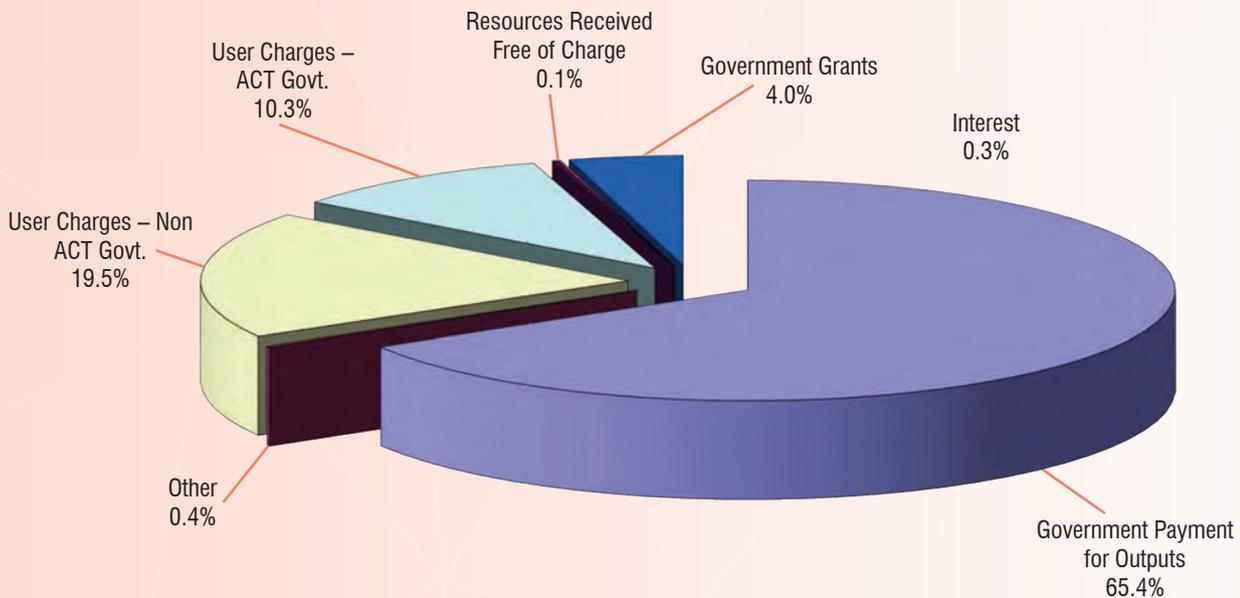
Source: Canberra Institute of Technology Financial Statements

Comparison to budget

Revenue

Revenue for the year ending 31 December 2013 was $102.5 million, which was $1.9 million lower than the 2013 budget, with lower than budgeted non-ACT Government user charges ($-4.8 million) due to lower than forecast demand for some commercial training courses. This was offset by higher than budgeted ACT Government user charges ($2.1 million) due to increased numbers of apprentices and training courses for ACT Government Directorates and GPO ($1.2 million) due to superannuation funding reductions being delayed until 2014.

Gains

Income from gains for the year ending 31 December 2013 was $0.26 million, which was $0.01 million, or 4.8%, higher than budgeted. This amount was a cash contribution from CIT's associated entity, CIT Solutions Pty Ltd.

Comparison to 2012 actual

Revenue

Revenue in 2013 was $4.2 million, or 3.9%, lower than the 2012 actual result, due primarily to a reduction in GPO.

Gains

Income from gains in 2013 was $0.2 million lower than in 2012 due to a decrease in the contribution from CIT's associated entity, CIT Solutions Pty Ltd.

Future trends

Total income for 2014 is budgeted to remain at 2013 levels. Revenue thereafter is anticipated to increase by CPI.

Total expenditure

Components of expenditure

Expenses totalled $113.6 million in 2013, representing a decrease of $8.9 million or 7.3% below budget. This also represents a decrease of $7.8 million, or 6.4%, from the previous year.

Figure 2 indicates the components of CIT's expenditure for 2013 with the largest component of expenditure being employee and superannuation expenses, which represents 59% of ordinary activities or $67.0 million.

Comparison to budget

Expenditure

Total expenditure of $113.6 million was $8.9 million, or 7.3% lower than the 2013 Budget of $122.5 million. This lower than budgeted expenditure was a combination of general expenditure

restraint and the result of a planned transfer of the Watson campus back to the ACT Government (approximately $8 million) that did not take place.

Comparison to 2012 actual

Total expenditure was $7.8 million, or 6.4%, lower than the 2012 actual result. The decrease is primarily due to a number of one-off expenses in 2012, including the transfer of the Weston campus to Government ($6.0 million) and asset impairments and write-offs of $1.8 million.

Future trends

Total expenditure for 2014 is budgeted to remain at 2013 levels. Expenditure thereafter is anticipated to increase by CPI.

Figure 2: Components of expenses
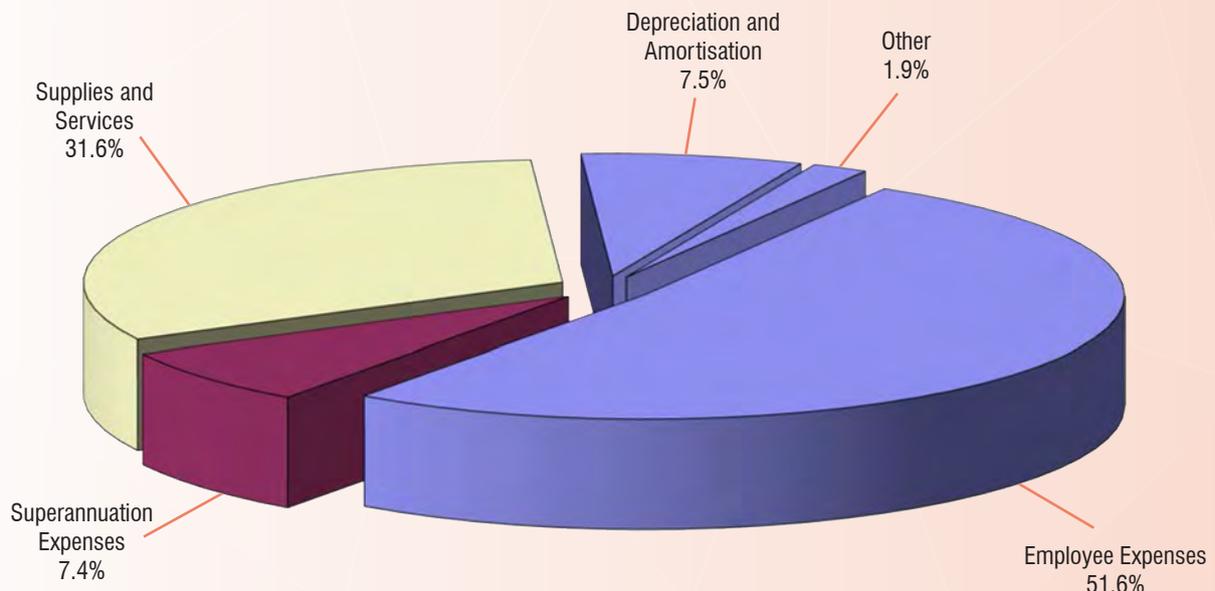
Source: Canberra Institute of Technology Financial Statements

Financial position: Total assets

Components of total assets

Figure 3 indicates that for the financial year ended 31 December 2013, CIT held 95% of its assets in property, plant and equipment and works in progress, and 5%in cash and cash equivalents, receivables and other current assets.

Comparison to budget

The total asset position as at 31 December 2013 is $217.1 million, $7.8 million higher than the 2013 budget of $209.3 million. This is largely due to a planned transfer of the Watson Campus back to the ACT Government (approximately $8 million) that did not take place.

Cash and cash equivalents were $0.2 million below, or 3.5%, below budget at year end.

Comparison to 2012 actual

CIT's total asset position is $5.3 million lower than the 2012 actual result of $222.3 million due largely to depreciation of property, plant and equipment.

Liquidity

Liquidity is the ability of CIT to meet its short-term debts as they fall due. The current working capital ratio (ratio of current assets to current liabilities) is a common indicator for liquidity and measures the ability to fund short-term liabilities from short-term assets.

The current working capital ratio of 0.43 is higher than the budget target of 0.40 for the year, although lower than the 2012 outcome of 0.48. The decrease from 2012 is mostly a result of slightly reduced cash levels and increased outstanding payables. The increase in payables represents an accrual for $2.6 million for ACT Government Shared Services user charges.

Figure 3: Total assets
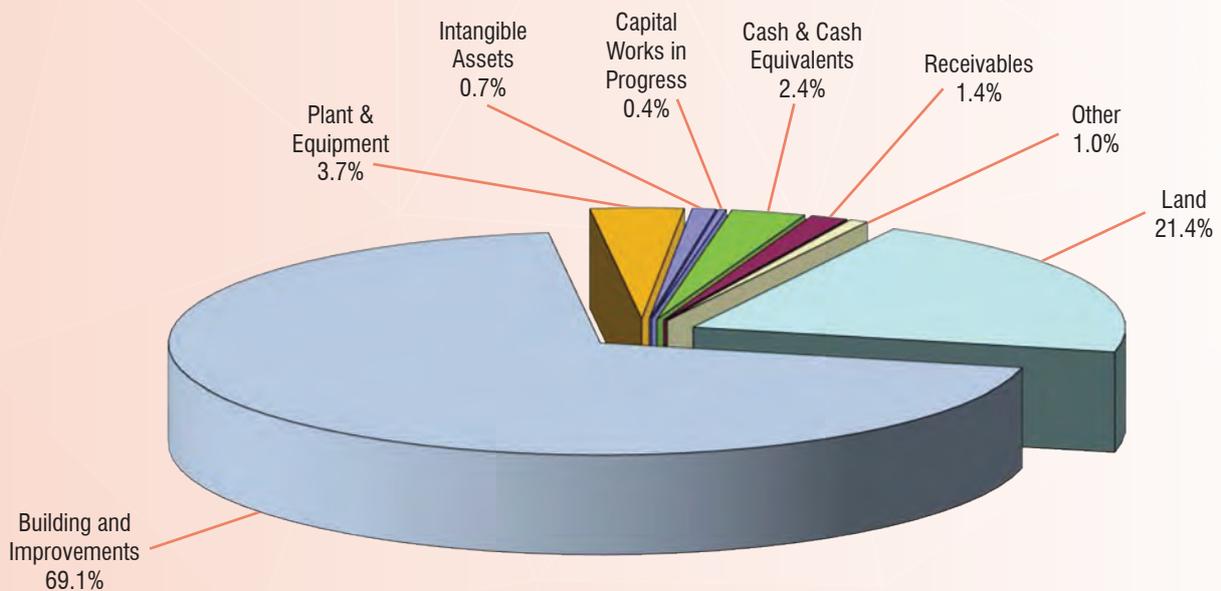
Source: Canberra Institute of Technology Financial Statements

Working Capital Ratio

	Actual 2013 $'000	Budget 2013 $'000	Actual 2012 $'000
Current Assets			
Cash and cash equivalents	5,122	5,305	6,239
Receivables	3,146	2,500	3,360
Other	2,117	1,500	1,462
Total Current Assets	10,385	9,305	11,061
Current Liabilities			
Payables	3,897	1,833	1,295
Employee Benefits	17,395	18,987	18,498
Other	2,834	2,461	3,330
Total Current Liabilities	24,126	23,281	23,123
Working Capital Ratio	**0.43**	**0.40**	**0.48**

Cash and cash equivalents decreased by $1.1 million from the previous year to $5.1 million. This was $0.2 million below budget at year end.

Financial position: Total liabilities

Figure 4 indicates that the majority of CIT's liabilities relate to employee benefits (73.9%), payables (15.1%) and revenue received in advance (11%).

Comparison to budget

CIT's liabilities for the year ended 31 December 2013 of $25.8 million is $0.4 million higher than the 2013 budget of $25.4 million and $0.5 million higher than the 2012 figure, largely due to an accrual for $2.6 million for ACT Government Shared Services user charges.

Comparison to 2012 actual

CIT's total liabilities were $0.5 million higher than the 2012 actual result of $25.3 million due to the items mentioned above.

Performance measures

The main measures relating to government-funded training services indicate good results in all measures. Module pass rates and program completion rates were above target by 7% and 18% respectively, due to CIT's continued focus on quality support and pastoral care services for students.

The 2013 satisfaction surveys of learners and employers showed satisfaction levels of 92% and 89% respectively, reflecting the positive views held by industry and students of the relevance of CIT training. CIT has continued to actively improve its effectiveness and responsiveness in skilling students using contemporary training methods which have been very positively received by industry and students alike.

Risk management

Managing CIT risk is a key governance responsibility and comprises the Strategic Business Risk Profile, as well as prevention of fraud and corruption risk. Six categories have been identified for each, one of which includes financial sustainability.

Figure 4: Total liabilities
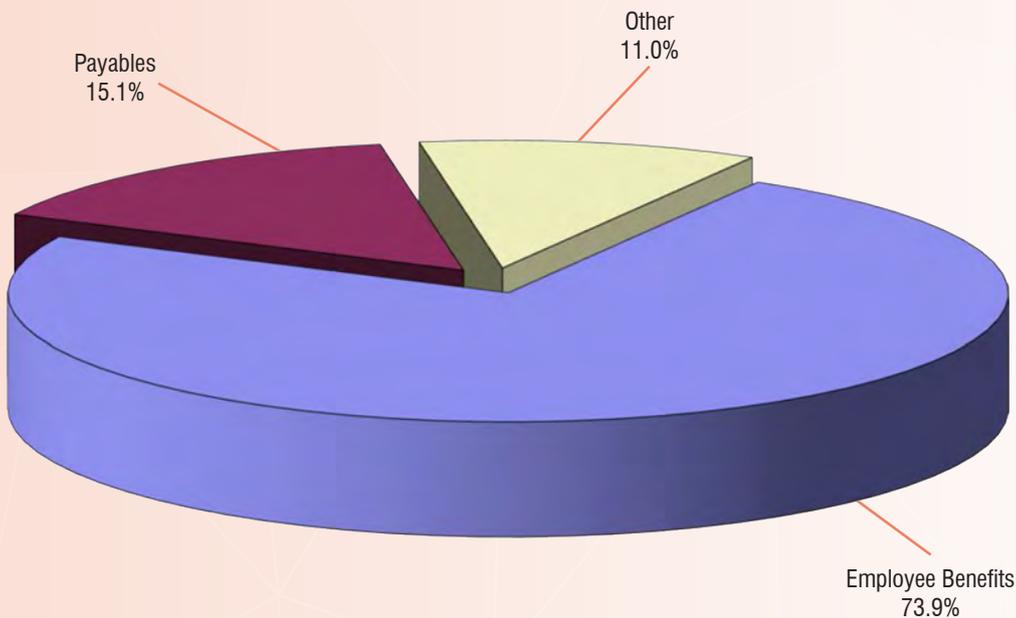
Source: Canberra Institute of Technology Financial Statements

In 2013, progress reports showed that many of our business risk rankings had been significantly reduced as a result of successful mitigating strategies and a focus on continual reporting to the Board of Management and the Audit Committee. The risks identified for both business and fraud and corruption link directly to our Risk Environment Plan, which is continually reviewed to ensure CIT is addressing strategic and any emerging risk. Monitoring of risk is also embedded in all CIT business plans.

CIT undertakes monthly reporting and analysis of its financial performance, both at an institute and cost centre level, which assists in identifying and addressing any financial risks. CIT also undertakes monthly reporting and analysis of its annual performance measures as identified in the Statement of Intent and the ACT Government Budget. This process assists in identifying any performance risks. The financial and performance reporting is communicated to management and the various CIT governance committees on a periodic basis.

For more information:

Chief Operating Officer
(02) 6207 3114

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ACT AUDITOR-GENERAL'S OFFICE

ACT Government

INDEPENDENT AUDIT REPORT

CANBERRA INSTITUTE OF TECHNOLOGY

To the Members of the ACT Legislative Assembly

Report on the financial statements

The financial statements of the Canberra Institute of Technology (the Institute) for the year ended 31 December 2013 have been audited. These comprise the operating statement, balance sheet, statement of changes in equity, cash flow statement, statement of appropriation and accompanying notes.

Responsibility for the financial statements

The Chief Executive Officer of the Institute is responsible for the preparation and fair presentation of the financial statements in accordance with the *Financial Management Act 1996*. This includes responsibility for maintaining adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and the accounting policies and estimates used in the preparation of the financial statements.

The auditor's responsibility

Under the *Financial Management Act 1996*, I am responsible for expressing an independent audit opinion on the financial statements of the Institute.

The audit was conducted in accordance with Australian Auditing Standards to provide reasonable assurance that the financial statements are free of material misstatement.

I formed the audit opinion following the use of audit procedures to obtain evidence about the amounts and disclosures in the financial statements. As these procedures are influenced by the use of professional judgement, selective testing of evidence supporting the amounts and other disclosures in the financial statements, inherent limitations of internal control and the availability of persuasive rather than conclusive evidence, an audit cannot guarantee that all material misstatements have been detected.

Although the effectiveness of internal controls is considered when determining the nature and extent of audit procedures, the audit was not designed to provide assurance on internal controls.

The audit is not designed to provide assurance on the appropriateness of budget information included in the financial statements or to evaluate the prudence of decisions made by the Institute.

Level 4, 11 Moore Street, Canberra City, ACT 2601 | PO Box 275, Civic Square, ACT 2608
Telephone: 02 6207 0833 | Facsimile: 02 6207 0826 | Email: actauditorgeneral@act.gov.au

Electronic presentation of the audited financial statements

Those viewing an electronic presentation of the financial statements should note that the audit does not provide assurance on the integrity of information presented electronically, and does not provide an opinion on any other information which may have been hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from the electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.

Independence

Applicable independence requirements of Australian professional ethical pronouncements were followed in conducting the audit.

Audit opinion

In my opinion, the financial statements of the Institute for the year ended 31 December 2013:

(i)   are presented in accordance with the *Financial Management Act 1996*, Accounting Standards and other mandatory financial reporting requirements in Australia; and

(ii)   present fairly the financial position of the Institute as at 31 December 2013 and the results of its operations and cash flows for the year then ended.

This audit opinion should be read in conjunction with the other information disclosed in this report.

Dr Maxine Cooper
Auditor-General
14 March 2014

Canberra Institute of Technology
Financial Statements
For the Year Ended 31 December 2013

Statement of Responsibility

In my opinion, the financial statements are in agreement with the Canberra Institute of Technology's accounts and records and fairly reflect the financial operations of the Canberra Institute of Technology for the year ended 31 December 2013 and the financial position of the Canberra Institute of Technology on that date.

Adrian Marron
Chief Executive Officer
Canberra Institute of Technology
14 February 2014

Canberra Institute of Technology
Financial Statements
For the Year Ended 31 December 2013

Statement by the Chief Finance Officer

In my opinion, the financial statements have been prepared in accordance with generally accepted accounting principles, and are in agreement with the Canberra Institute of Technology's accounts and records and fairly reflect the financial operations of the Canberra Institute of Technology for the year ended 31 December 2013 and the financial position of the Canberra Institute of Technology on that date.

Shane Kay
Chief Finance Officer
Canberra Institute of Technology
14 February 2014
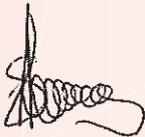
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Canberra Institute of Technology

Financial Statements

For the year ended 31 December 2013

Canberra Institute of Technology
Operating Statement
For the Year Ended 31 December 2013

Output Class 1.1   Provision of Vocational Education and Training Services

	Note	Consolidated		Institute		
		Actual 2013 $'000	Actual 2012 $'000	Actual 2013 $'000	Original Budget 2013 $'000	Actual 2012 $'000
Income						
Revenue						
Government Payments for Outputs	4	67,101	70,650	67,101	65,946	70,650
User Charges – ACT Government	5	10,989	12,069	10,504	8,390	10,745
User Charges – Non-ACT Government	5	31,300	32,130	19,992	24,802	19,963
Government Grants	6	4,145	4,600	4,145	4,856	4,600
Interest	7	329	313	274	247	241
Resources Received Free of Charge	8	60	93	60	35	93
Other Revenue	9	702	628	382	100	336
Total Revenue		**114,626**	**120,483**	**102,458**	**104,376**	**106,628**
Gains						
Other Gains	10	12	–	12	–	–
Contributions from CIT Solutions Pty Limited	10	–	–	250	250	500
Total Gains		**12**	**–**	**262**	**250**	**500**
Total Income		**114,638**	**120,483**	**102,720**	**104,626**	**107,128**
Expenses						
Employee Expenses	11	67,906	69,048	58,552	60,266	59,174
Superannuation Expenses	12	9,228	9,110	8,402	7,527	8,273
Supplies and Services	13	36,959	36,714	35,875	35,787	34,717
Depreciation and Amortisation	14	8,731	8,760	8,570	8,249	8,557
Other Expenses	15	2,926	11,271	2,213	10,714	10,643
Total Expenses		**125,750**	**134,903**	**113,612**	**122,543**	**121,364**
Operating Deficit		**(11,112)**	**(14,420)**	**(10,892)**	**(17,917)**	**(14,236)**
Other Comprehensive Income						
Items that will not be reclassified subsequently to profit or loss						
Increase in the Asset Revaluation Surplus	28	–	111	–	–	111
Total Other Comprehensive Income		**–**	**111**	**–**	**–**	**111**
Total Comprehensive Income		**(11,112)**	**(14,309)**	**(10,892)**	**(17,917)**	**(14,125)**

The above Operating Statement should be read in conjunction with the accompanying notes.

The Institute has only one output class and as such the above Operating Statement is also the Institute's Operating Statement for Output Class 1.1 Provision of Vocational Education and Training Services.

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Canberra Institute of Technology
Balance Sheet
For the Year Ended 31 December 2013

Output Class 1.1   Provision of Vocational Education and Training Services

		Consolidated		Institute		
	Note	Actual 2013 $'000	Actual 2012 $'000	Actual 2013 $'000	Original Budget 2013 $'000	Actual 2012 $'000
Current Assets						
Cash and Cash Equivalents	18	5,932	8,389	5,122	5,305	6,239
Receivables	19	5,047	4,283	3,146	2,500	3,360
Other Assets	20	2,348	1,621	2,117	1,500	1,462
Total Current Assets		**13,327**	**14,293**	**10,385**	**9,305**	**11,061**
Non-Current Assets						
Investments	21	–	–	20	20	20
Property, Plant and Equipment	22	204,538	208,945	204,267	197,868	208,629
Intangible Assets	23	1,436	1,955	1,436	1,317	1,942
Capital Works in Progress	24	944	654	944	750	654
Total Non-Current Assets		**206,918**	**211,554**	**206,667**	**199,955**	**211,245**
Total Assets		**220,245**	**225,847**	**217,052**	**209,260**	**222,306**
Current Liabilities						
Payables	25	3,983	1,596	3,897	1,833	1,295
Employee Benefits	26	18,481	19,642	17,395	18,987	18,498
Other Liabilities	27	3,143	3,529	2,834	2,461	3,330
Total Current Liabilities		**25,607**	**24,767**	**24,126**	**23,281**	**23,123**
Non-Current Liabilities						
Employee Benefits	26	1,875	2,329	1,675	2,081	2,155
Other Non-Current Liabilities	27	51	42	–	–	–
Total Non-Current Liabilities		**1,926**	**2,371**	**1,675**	**2,081**	**2,155**
Total Liabilities		**27,533**	**27,139**	**25,801**	**25,362**	**25,278**
Net Assets		**192,712**	**198,709**	**191,251**	**183,898**	**197,028**
Equity						
Accumulated Funds		106,901	112,898	105,440	98,087	111,217
Asset Revaluation Surplus	28	85,811	85,811	85,811	85,811	85,811
Total Equity		**192,712**	**198,709**	**191,251**	**183,898**	**197,028**

The above Balance Sheet should be read in conjunction with the accompanying notes.

The Institute has only one output class and as such the above Balance Sheet is also the Institute's Balance Sheet for Output Class 1.1 Provision of Vocational Education and Training Services.

Canberra Institute of Technology
Statement of Changes in Equity
For the Year Ended 31 December 2013

	Consolidated			Institute			
	Accumulated Funds Actual 2013 $'000	Asset Revaluation Surplus Actual 2013 $'000	Total Equity Actual 2013 $'000	Accumulated Funds Actual 2013 $'000	Asset Revaluation Surplus Actual 2013 $'000	Total Equity Actual 2013 $'000	Original Budget 2013 $'000
Balance at the Beginning of the Reporting Period	112,898	85,811	198,710	111,217	85,811	197,028	197,028
Comprehensive Income							
Operating Deficit	(11,112)	–	(11,112)	(10,892)	–	(10,892)	(17,917)
Total Comprehensive Deficit	**(11,112)**	**–**	**(11,112)**	**(10,892)**	**–**	**(10,892)**	**(17,917)**
Transactions Involving Owners Affecting Accumulated Funds							
Capital Injections	5,115	–	5,115	5,115	–	5,115	4,787
Total Transactions Involving Owners Affecting Accumulated Funds	**5,115**	**–**	**5,115**	**5,115**	**–**	**5,115**	**4,787**
Balance at the End of the Reporting Period	**106,901**	**85,811**	**192,712**	**105,440**	**85,811**	**191,251**	**183,898**

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

Canberra Institute of Technology
Statement of Changes in Equity – Continued
For the Year Ended 31 December 2012

	Note	Consolidated			Institute			
		Accumulated Funds Actual 2012 $'000	Asset Revaluation Surplus Actual 2012 $'000	Total Equity Actual 2012 $'000	Accumulated Funds Actual 2012 $'000	Asset Revaluation Surplus Actual 2012 $'000	Total Equity Actual 2012 $'000	Original Budget 2012 $'000
Balance at the Beginning of the Reporting Period		**122,513**	**85,700**	**208,213**	**120,647**	**85,700**	**206,347**	**206,349**
Comprehensive Income								
Operating Deficit		(14,420)	–	(14,420)	(14,236)	–	(14,236)	(6,317)
Increase in Asset Revaluation Surplus	28	–	111	111	–	111	111	–
Total Comprehensive Deficit		**(14,420)**	**111**	**(14,309)**	**(14,236)**	**111**	**(14,125)**	**(6,317)**
Transfers from Reserves		(442)	–	(442)	(442)	–	(442)	–
Transactions Involving Owners Affecting Accumulated Funds								
Capital Injections		5,248	–	5,248	5,248	–	5,248	5,836
Total Transactions Involving Owners Affecting Accumulated Funds		**4,806**	**–**	**4,806**	**4,806**	**–**	**4,806**	**5,836**
Balance at the End of the Reporting Period		**112,899**	**85,811**	**198,710**	**111,217**	**85,811**	**197,028**	**205,868**

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

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Canberra Institute of Technology
Cash Flow Statement
For the Year Ended 31 December 2013

		Consolidated		Institute		
	Note	**Actual 2013 $'000**	**Actual 2012 $'000**	**Actual 2013 $'000**	**Original Budget 2013 $'000**	**Actual 2012 $'000**
Cash Flows from Operating Activities						
Receipts						
Government Payments for Outputs		67,101	70,650	67,101	65,946	70,650
User Charges – ACT Government		10,555	12,340	9,718	8,390	10,935
User Charges – Non-ACT Government		30,241	34,367	19,913	25,662	21,865
Interest Received		329	313	274	247	241
Donations/Dividends Received		–	–	500	750	–
Government Grants		4,064	4,794	4,064	4,856	4,794
Goods and Services Tax Input Tax Credits from the Australian Taxation Office		1,077	2,207	1,596	–	2,936
Goods and Services Tax Collected from Customers		2,561	1,495	1,663	–	594
Other		702	596	382	3,800	304
Total Receipts from Operating Activities		**116,630**	**126,762**	**105,211**	**109,651**	**112,319**
Payments						
Employee		69,847	68,067	60,464	59,841	58,370
Superannuation		9,228	9,110	8,402	7,527	8,273
Supplies and Services		35,034	39,319	33,664	38,105	37,672
Good and Services Tax Paid to Suppliers		3,784	3,702	3,423	–	3,331
Other		2,258	6,529	1,552	4,801	5,893
Total Payments from Operating Activities		**120,151**	**126,727**	**107,505**	**110,274**	**113,539**
Net Cash (Outflows)/Inflows from Operating Activities	32	**(3,521)**	**35**	**(2,294)**	**(623)**	**(1,220)**
Cash Flows from Investing Activities						
Receipts						
Proceeds from Sale of Property, Plant and Equipment		12	33	12	–	33
Total Receipts from Investing Activities		**12**	**33**	**12**	**–**	**33**
Payments						
Payments for Property, Plant and Equipment		4,054	3,554	3,952	5,098	3,547
Total Payment from Investing Activities		**4,054**	**3,554**	**3,952**	**5,098**	**3,547**
Net Cash (Outflows) from Investing Activities		**(4,042)**	**(3,521)**	**(3,940)**	**(5,098)**	**(3,514)**

The above Cash Flow Statements should be read in conjunction with the accompanying notes.

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Canberra Institute of Technology
Cash Flow Statement – Continued
For the Year Ended 31 December 2013

		Consolidated		Institute		
	Note	Actual 2013 $'000	Actual 2012 $'000	Actual 2013 $'000	Original Budget 2013 $'000	Actual 2012 $'000
Cash Flows from Financing Activities						
Receipts						
Capital Injections		5,115	5,248	5,115	4,787	5,248
Total Receipts from Financing Activities		**5,115**	**5,248**	**5,115**	**4,787**	**5,248**
Payments						
Repayment of Borrowings		9	–	–	–	–
Total Payment from Financing Activities		**9**	**–**	**–**	**–**	**–**
Net Cash Inflows from Financing Activities	32	**5,106**	**5,248**	**5,115**	**4,787**	**5,248**
Net (Decrease)/Increase in Cash and Cash Equivalents Held		**(2,457)**	**1,762**	**(1,117)**	**(934)**	**514**
Cash and Cash Equivalents at the Beginning of the Reporting Period		8,389	6,627	6,239	6,239	5,725
Cash and Cash Equivalents at the End of the Reporting Period	32	**5,932**	**8,389**	**5,122**	**5,305**	**6,239**

The above Cash Flow Statements should be read in conjunction with the accompanying notes.

Canberra Institute of Technology
Statement of Appropriation
For the Year Ended 31 December 2013

	Original Budget 2013 $'000	Total Appropriated 2013 $'000	Appropriated Drawn 2013 $'000	Appropriated Drawn 2012 $'000
Government Payment for Outputs	65,946	67,101	67,101	70,699
Capital Injections	4,787	5,115	5,115	5,248
Total Appropriation	**70,733**	**72,216**	**72,216**	**75,947**

The above Statement of Appropriation should be read in conjunction with the accompanying notes.

Column Heading Explanations

The *Original Budget* column shows the amounts that appear in the Cash Flow Statement in the Institute's Statement of Intent. These amounts also appear in the Cash Flow Statement.

The *Total Appropriated* column is inclusive of all appropriation variations occurring after the Original Budget.

The *Appropriation Drawn* is the total amount of appropriation received by the Institute during the year. This amount appears in the Cash Flow Statement.

Variances between 'Original Budget' and 'Total Appropriated'

Government Payments for Outputs

The difference between the Original Budget and the Total Appropriated is due to the drawdown of increased appropriation relating to a superannuation funding decision from the ACT Government (increase of $1,155,000).

Capital Injections

The difference between the Original Budget and the Total Appropriated is due to the rollover of unspent capital injections from the previous year.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

Note Index

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 1   OBJECTIVES OF THE CANBERRA INSTITUTE OF TECHNOLOGY

Operation and Principal Activities

The Canberra Institute of Technology (the Institute) is a multi-campus, multi-disciplinary, tertiary education institution in the ACT, providing vocational education and training to the ACT and surrounding region.

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The *Financial Management ACT 1966* (FMA) requires the preparation of annual financial statements for ACT Government territory authorities. The Institute is a prescribed territory authority under the FMA, therefore is required to report on its one output class.

The FMA and the *Financial Management Guidelines* issued under the Act, require the Institute's financial statements to include:

(i)   an Operating Statement for the year;

(ii)   a Balance Sheet at the end of the year;

(iii)   a Statement of Changes in Equity for the year;

(iv)   a Cash Flow Statement for the year;

(v)   a Statement of Appropriation for the year;

(vi)   a summary of the significant accounting policies adopted for the year; and

(vii)   such other statements as are necessary to fairly reflect the financial operations of the Institute during the year and its financial position at the end of the year.

These general-purpose financial statements have been prepared to comply with 'Generally Accepted Accounting Principles' (GAAP) as required by the FMA. The financial statements have been prepared in accordance with:

(i)   Australian Accounting Standards;

(ii)   International Financial Reporting Standards; and

(iii)   ACT Accounting and Disclosure Policies.

The financial statements have been prepared using the accrual basis of accounting, which recognises the effects of transactions and events when they occur. The financial statements have also been prepared according to the historical cost convention, except for assets which were valued in accordance with the (re)valuation policies applicable to the Institute during the reporting period.

As at 31 December 2013, the Institute's total current assets are less than its total current liabilities. However, this is not considered a liquidity risk as its cash needs are funded through appropriation from the ACT Government on a cash-needs basis. This is consistent with the whole-of-government cash management regime, which requires excess cash balances to be held centrally rather than within individual agency bank accounts. These financial statements are presented in Australian dollars, which is the Institute's functional currency.

The Institute is a group reporting entity.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(b) Principles of Consolidation

The consolidated financial statements are those of the economic entity comprising the Institute and CIT Solutions Pty Limited (the Company). The Company is a wholly-owned subsidiary of the Institute, formed for the purposes of undertaking entrepreneurial and commercial activities on the Institute's behalf. All inter-entity balances, including unrealised profits and losses, have been eliminated on consolidation. The financial statements of the Company are prepared for the same reporting period as the Institute, using accounting policies that are consistent with those of the Institute.

(c) The Reporting Period

These financial statements state the financial performance, changes in equity and cash flows of the Institute for the year ended 31 December 2013 together with the financial position of the Institute as at 31 December 2013.

(d) Comparative Figures

Budget Figures

The *Financial Management Act 1996* requires the statements to facilitate a comparison with the Institute's Statement of Intent. The budget numbers disclosed in the financial statements are consistent with those included in the Statement of Intent.

Prior Year Comparatives

Comparative information has been disclosed in respect of the previous period for amounts reported in the financial statements, except where an Australian Accounting Standard does not require comparative information to be disclosed.

Where the presentation or classification of items in the financial statements is amended, the comparative amounts have been reclassified, where practical. Where a reclassification has occurred, the nature, amount and reason for the reclassification is provided.

(e) Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars ($'000). Use of the "–" represents zero amounts or amounts rounded down to zero.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(f) Revenue Recognition

Revenue is recognised at the fair value of the consideration received or receivable in the Operating Statement. All revenue is recognised to the extent that it is probable that the economic benefits will flow to the Institute and the revenue can be reliably measured. In addition, the following specific recognition criteria must also be met before revenue is recognised:

Sale of Goods

Revenue from the sale of goods is recognised as revenue when the significant risks and rewards of ownership of the goods has transferred to the buyer, the Institute retains neither continuing managerial involvement nor effective control over the goods sold, and the costs incurred in respect of the transaction can be measured reliably.

Rendering of Services

Revenue from the rendering of services is recognised when the stage of completion of the transaction at the reporting date can be measured reliably and the costs of rendering those services can be measured reliably.

Interest

Interest revenue is recognised using the effective interest method.

Dividends

Dividend revenue is recognised when the Institute's right to receive payment is established.

(g) Resources Received and Provided Free of Charge

Resources received free of charge are recorded as a revenue and expense in the Operating Statement at fair value. The revenue is separately disclosed under resources received free of charge, with the expense being recorded in the line item to which it relates. Goods and services received free of charge from ACT Government agencies are recorded as resources received free of charge, whereas goods and services received free of charge from entities external to the ACT Government are recorded as donations. Services that are received free of charge are only recorded in the Operating Statement if they can be reliably measured and would have been purchased if not provided to the Institute free of charge.

During the year, the Institute provided services and resources to the following organisations on a free of charge basis:

(i)   The CIT Student Association was provided with services and resources free of charge to an amount of $460,767 in 2013 (2012 $453,065) for its use of the Institute's accommodation and utilities; and

(ii)   The Canberra City Band was provided with a benefit of rent to the value of $69,156 in 2013 (2012 $68,000).

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(h) Repairs and Maintenance

The Institute undertakes major cyclical maintenance on its buildings. All costs involved with major cyclical maintenance are recorded as an expense. Where the maintenance leads to an upgrade of the building, and increases the service potential of the existing building, the cost is capitalised.

(i) Waivers of Debt

Debts that are waived during the year are expensed in the year in which the right to payment was waived. Further details of waivers are disclosed at Note 16 – Waivers, Impairment Losses and Write-offs. The Institute did not have any debts waived under Section 131 of the *Financial Management Act 1996*.

(j) Taxation

The Institute and the Company are exempt organisations under income tax legislation and therefore are not subject to Income Tax. Both the Institute and the Company are liable to pay Goods and Services Tax and Fringe Benefits Tax. Fringe Benefits Tax expense for the year was $94,898 (2012 $93,601).

(k) Current and Non-Current Items

Assets and liabilities are classified as current or non-current in the Balance Sheet and in the relevant notes. Assets are classified as current where they are expected to be realised within 12 months after the reporting date. Liabilities are classified as current when they are due to be settled within 12 months after the reporting date or the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Assets or liabilities which do not fall within the current classification are classified as non-current.

(l) Impairment of Assets

The Institute assesses, at each reporting date, whether there is any indication that an asset may be impaired. Assets are also reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is the amount by which the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's 'fair value less costs to sell', and its 'value in use'. An asset's 'value in use' is its depreciated replacement cost, where the asset would be replaced if the Institute were deprived of it.

Non-financial assets that have previously been impaired are reviewed for possible reversal of impairment at each reporting date.

Any resulting impairment losses, for land, buildings and improvements, plant and equipment, leasehold improvements, and community and heritage assets, are recognised as a decrease in the Asset Revaluation Surplus relating to these classes of assets. Where the impairment loss is greater than the balance in the Asset Revaluation Surplus for the relevant class of asset, the difference is expensed in the Operating Statement. Impairment losses for intangible assets are recognised in the Operating Statement, as intangible assets are carried at cost and have no Asset Revaluation Surplus attached to them.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(m) Cash and Cash Equivalents

For the purposes of the Cash Flow Statement and the Balance Sheet, cash includes cash at bank, cash on hand and demand deposits.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. Cash equivalents include amounts invested in negotiable certificates of deposit with less than 120 days to maturity. Bank overdrafts are included in cash and cash equivalents in the Cash Flow Statement but not in the cash and cash equivalents line in the Balance Sheet.

(n) Receivables

Accounts receivable (including student receivables and other trade receivables) are initially recognised at fair value and are subsequently measured at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement.

Trade receivables arise in the normal course of selling goods and services to other agencies and to the public. Trade receivables are payable within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

Student receivables arise in the normal course of providing vocational education and training, the majority of which are payable within two weeks of the enrolment date.

Other trade receivables arise outside the normal course of selling goods and services to other agencies and to the public. Other trade receivables are payable within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

The allowance for impairment losses represents the amount of trade receivables and student receivables that the Institute estimates will not be repaid. The Institute determines the allowance for impairment losses based on objective evidence and a review of overdue balances. The Institute considers the following is objective evidence of impairment:

(i)   becoming aware of financial difficulties of debtors;

(ii)   default payments; or

(iii)   debts more than 90 days overdue, where applicable.

The amount of the allowance is the difference between the asset's carrying amount and the present value of the estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial. The amount of the allowance is recognised in the Operating Statement. The allowance for impairment losses is written back against the receivables account when the Institute ceases action to collect the debt as it considers that it will cost more to recover the debt than the debt is worth.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(o) Investments

The Institute holds a long-term investment in CIT Solutions Pty Limited, which is measured at cost. Further details of this investment are provided in Note 21 - Investments.

(p) Acquisition and Recognition of Property, Plant and Equipment

Property, plant and equipment is initially recorded at cost. Cost includes the purchase price, directly attributable costs and the estimated cost of dismantling and removing the item (where, upon acquisition, there is a present obligation to remove the item) and the estimated cost of restoring the site on which it is located.

Where property, plant and equipment is acquired at no cost, or minimal cost, cost is its fair value as at the date of acquisition. However property, plant and equipment acquired at no cost or minimal cost as part of a restructuring of administrative arrangements is measured at the transferor's book value.

Property, plant and equipment with a minimum value of $2,000 (GST exclusive) is capitalised.

(q) Measurement of Property, Plant and Equipment After Initial Recognition

Property, plant and equipment is valued using the cost or revaluation model of valuation in accordance with AASB 116 Property, Plant and Equipment and AASB 13 Fair Value Measurement.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. Fair value is measured using a market approach where prices and other relevant information generated by market transactions involve identical or comparable (i.e. similar) assets. Where the market price for an asset cannot be obtained because the asset is specialised and is rarely sold, and where the asset would be replaced if the Institute were to be deprived of the asset, the cost approach is utilised. The cost approach reflects the amount that would be required currently to replace the service capacity of an asset (i.e. current replacement cost).

Land, buildings and improvements, plant and equipment and heritage assets are measured at fair value. Artworks comprise works produced by students and held for permanent exhibition, for which fair value is determined using a market price where there is a market for the same or a similar item.

Land, buildings, plant and equipment and heritage assets are revalued every three years. As these assets were revalued in 2011, the next asset revaluation is scheduled for 2014. However, if at any time management considers that the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place. Any accumulated depreciation relating to buildings, plant and equipment and heritage assets, at the date of revaluation, is written-back against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(r) Intangible Assets

The Institute's intangible assets comprise externally acquired software for internal use.

Externally acquired software is recognised and capitalised when:

(i)   it is probable that the expected future economic benefits that are attributable to the software will flow to the Institute;

(ii)   the cost of the software can be measured reliably; and

(iii)   the acquisition cost is equal to or exceeds $50,000.

Capitalised software has a finite useful life. Software is amortised on a straight line basis over its useful life, over a period not exceeding five years. Intangibles are measured at cost.

(s) Depreciation and Amortisation of Non-Current Assets

Non-current assets, with a limited useful life, are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential. The useful life commences when an asset is ready for use. When an asset is revalued, it is depreciated/amortised over its newly assessed remaining useful life. Amortisation is used in relation to intangible assets, while depreciation is applied to physical assets such as buildings, and plant and equipment. Land and heritage assets have an unlimited useful life and are therefore not depreciated.

Leasehold improvements are depreciated over the estimated useful life of each asset improvement, or the unexpired period of the relevant lease, whichever is shorter.

All depreciation is calculated after first deducting any residual values which remain for each asset. Depreciation/amortisation for non-current assets is determined as follows:

Class of Asset	Depreciation/Amortisation Method	Useful Life (Years)
Buildings and Improvements	Straight Line	5-100
Leasehold Improvements	Straight Line	2-10
Plant and Equipment	Straight Line	2-20
Infrastructure	Straight Line	5-100
Externally Purchased Software	Straight Line	2-5

The useful lives of all major assets held are reassessed on an annual basis.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(t) Payables

Payables are a financial liability and are measured at the fair value of the consideration received when initially recognised and at amortised cost subsequent to initial recognition, with any adjustments to the carrying amount being recorded in the Operating Statement. All amounts are measured at their nominal amount and are normally settled within 30 days after the invoice date.

Payables include Trade Payables, Accrued Expenses and Other Payables.

Trade Payables represent the amounts owing for goods and services received prior to the end of the reporting period and unpaid at the end of the reporting period and relating to the normal operations of the Institute.

Accrued Expenses represent goods and services provided by other parties during the period that are unpaid at the end of the reporting period and where an invoice has not been received by period end.

Other Payables are those unpaid invoices that do not directly relate to the normal operations of the Institute.

(u) Leases

The Institute has entered into operating leases.

Operating Leases

Operating leases do not effectively transfer to the Institute substantially all the risks and rewards incidental to ownership of the asset under an operating lease. Operating lease payments are recognised as an expense in the Operating Statement on a straight-line basis over the term of the lease.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(v) Employee Benefits

Employee benefits include salaries and wages, annual leave, annual leave loading, long service leave and applicable on-costs. On-costs include annual leave, long service leave, superannuation and other costs that are incurred when employees take annual and long service leave. These benefits accrue as a result of services provided by employees up to the reporting date that remain unpaid. They are recorded as a liability and as an expense.

Wages and Salaries

Accrued wages and salaries are measured at the amount that remains unpaid to employees at the end of the reporting period.

Annual and Long Service Leave

Annual leave and long service leave that fall due wholly within the next 12 months are measured based on the estimated amount of remuneration payable when the leave is taken.

Annual and long service leave including applicable on-costs that do not fall due within the next 12 months are measured at the present value of estimated future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to the future wage and salary levels, experience of employee departures and periods of service. At each reporting period end, the present value of estimated future payments is calculated using market yields on Commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows. In 2013, the rate used to estimate the present value of these future payments is 98.1% (104.8% in 2012).

The long service leave liability is estimated with reference to the minimum period of qualifying service. For employees with less than the required minimum period of 7 years qualifying service, the probability that employees will reach the required minimum period has been taken into account in estimating the provision for long service leave and applicable on-costs.

The provision for annual leave and long service leave includes estimated on-costs. As these on-costs only become payable if the employee takes annual and long service leave while in-service, the probability that employees will take annual and long service leave while in service has been taken into account in estimating the liability for on costs.

Annual leave and long service leave liabilities are classified as current liabilities in the Balance Sheet where there is no unconditional right to defer the settlement of the liability for at least 12 months. However, where there is an unconditional right to defer settlement of the liability for at least 12 months, annual and long service leave are classified as non-current liabilities in the Balance Sheet.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(w) Superannuation

The Institute receives funding for superannuation payments as part of the Government Payment for Outputs. The Institute then makes payments on a fortnightly basis to the Territory Banking Account to cover the Institute's superannuation liability for the Commonwealth Superannuation Scheme (CSS) and the Public Sector Superannuation Scheme (PSS). This payment covers the CSS/PSS employer contribution, but does not include the productivity component. The Institute pays the productivity component directly to Comsuper. The CSS and PSS are defined benefit superannuation plans meaning that the defined benefits received by employees are based on the employee's years of service and average final salary.

Superannuation payments have also been made directly to superannuation funds for those members of the Public Sector who are part of superannuation accumulation schemes. This includes the Public Sector Superannuation Scheme Accumulation Plan (PSSAP) and schemes of employee choice.

Superannuation employer contribution payments, for the CSS and PSS, are calculated by taking the salary level at an employee's anniversary date and multiplying it by the actuarially assessed nominal CSS or PSS employer contribution rate for each employee. The productivity component payments are calculated by taking the salary level, at an employee's anniversary date, and multiplying it by the employer contribution rate (approximately 3%) for each employee. Superannuation payments for the PSSAP are calculated by taking the salary level, at an employee's anniversary date, and multiplying it by the appropriate employer contribution rate. Superannuation payments for fund of choice arrangements are calculated by taking an employee's salary each pay and multiplying it by the appropriate employer contribution rate.

A superannuation liability is not recognised in the Balance Sheet, as the Superannuation Provision Account recognises the total Territory superannuation liability for the CSS and PSS, and Comsuper and the external schemes recognise the superannuation liability for the PSSAP and other schemes respectively.

The ACT Government is liable for the reimbursement of the emerging costs of benefits paid each year to members of the CSS and PSS, in respect of the ACT Government service provided after 1 July 1989. These reimbursement payments are made from the Superannuation Provision Account.

(x) Equity Contributed by the ACT Government

Contributions made by the ACT Government, in its role as owner of the Institute, are treated as contributions to equity. Increases or decreases in net assets as a result of Administrative Restructures are also recognised in equity.

(y) Insurance

The Institute's major risks are insured through the ACT Insurance Authority. The excess, payable under this arrangement, varies depending on each class of insurance held.

(z) Significant Accounting Judgements and Estimates

In the process of applying the accounting policies listed in this note, the Institute has made the following judgements and estimates that have the most significant impact on the amounts recorded in the financial statements:

(i)   *Fair Value of Assets:* the Institute has made a significant judgement regarding the basis of determining the fair value of its assets. Land has been recorded at the highest and best use value as determined by an independent valuer. Buildings and improvements have been recorded using depreciated replacement cost and current prices in a market for similar properties in a similar location and condition as determined by an independent valuer. Plant and equipment and heritage assets have been recorded at fair value based on depreciated replacement cost as determined by an independent valuer. The Institute's policy to engage in revaluation of its buildings and improvements at three year intervals reflects its view that between valuations the value does not differ significantly from the depreciated replacement cost, which the Institute thus equates to the current replacement cost during these interim periods.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 2   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

(z) Significant Accounting Judgements and Estimates – continued

(ii)   *Employee Benefits:* significant judgements have been applied in estimating the liability for employee benefits. The estimated liability for employee benefits requires a consideration of the future wage and salary levels, experience of employee departures and periods of service. The estimate also includes an assessment of the probability that employees will meet the minimum service period required to qualify for long service leave and that on-costs will become payable. Further information on this estimate is provided in Note 2 (v) - Employee Benefits and Note 3 - Changes in Accounting Policy and Accounting Estimates, and Correction of a Prior Period Error.

(iii)   *Estimation of the Useful Lives of Property, Plant and Equipment:* the Institute systematically depreciates property, plant and equipment over its estimated useful life. In making significant estimates to determine the useful lives of its property, plant and equipment, the Institute has considered the historical experience of similar assets. In some cases, an estimation has been based on valuations provided by an independent valuer. The useful lives are assessed on an annual basis and any adjustments are made when considered necessary.

Further disclosure concerning an asset's useful life can be found at Note 2 (s) - Depreciation and Amortisation of Non-Current Assets.

(iv)   Note 2 (f): 'Revenue Recognition' discloses that revenue is generally recognised when the Institute controls the revenue. User-charge revenue is recognised upon delivery of the service to customers, or by reference to the stage of completion of contracts or agreements for the services involved. The stage of completion is estimated on the basis of the ratio of costs incurred to date to the estimated total costs of the contracts or agreement.

(v)   Note 2 (l): 'Impairment of Assets' discloses that plant and equipment is annually assessed for impairment, if this assessment indicates an asset is impaired then an assessment of the asset's recoverable amount must be estimated to determine whether an impairment loss must be recognised.

(aa) Monies Held on Behalf of Third Parties

The Institute administers these monies on behalf of third parties, independently of Institute funds. They are reported separately in Note 34 – Third Party Monies.

(ab) Impact of Accounting Standards Issued but yet to be applied

The following new and revised accounting standards and interpretations have been issued by the Australian Accounting Standards Board but do not apply to the current period. These standards and interpretations are applicable to future reporting periods. The Institute does not intend to adopt these standards and interpretations early. Where applicable, these Australian Accounting Standards will be adopted from their application date. It is estimated that the effect of adopting the below pronouncements, when applicable, will not have a material financial impact on the Institute's financial results in future reporting periods.

(i)   AASB 9 Financial Instruments (application date 1 January 2015)

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 3 CHANGE IN ACCOUNTING POLICY AND ACCOUNTING ESTIMATES AND CORRECTION OF A PRIOR PERIOD ERROR

Change in Accounting Policy

The Institute had no changes in accounting policy during the reporting period.

Change in Accounting Estimate

Revision of the Rate Used to Estimate the Liability for Employee Benefits

As disclosed in Note 2 (v) - Employee Benefits, the estimated future payments for annual and long service leave (including applicable on-costs) that do not fall due in the next 12 months, are measured at the present value of estimated future payments to be made in respect of services provided by employees up to the reporting date. The present value of estimated future payments is calculated using the government bond rate.

Last financial year the rate used to estimate the present value of future payments was 104.8%, however, due to a change in the government bond rate, the rate is now 98.1%.

This change has resulted in a decrease to the estimate of the long service leave liability and expense in the current reporting period of $101,521.

Correction of Prior Period Errors

The Institute had no correction of prior period errors during the reporting period.

NOTE 4 GOVERNMENT PAYMENT FOR OUTPUTS

Government Payment for Outputs is revenue received from the ACT Government to fund the costs of delivering outputs. The ACT Government pays appropriation to the Institute on a fortnightly basis.

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Revenue from the ACT Government				
Government Payment for Outputs	67,101	70,650	67,101	70,650
Total Government Payment for Outputs	**67,101**	**70,650**	**67,101**	**70,650**

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 5   USER CHARGES FOR GOODS AND SERVICES

User charge revenue is derived by providing goods and services to other ACT Government agencies and to the public. User charge revenue is not part of ACT Government appropriation and is paid by the user of the goods or services. This revenue is driven by consumer demand and is commercial in nature.

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
User Charges – ACT Government				
Special Purpose Fund Activities [a]	10,989	12,069	10,504	10,745
Total User Charges – ACT Government	**10,989**	**12,069**	**10,504**	**10,745**
User Charges – Non-ACT Government				
Commercial Revenue [b]	22,288	23,335	10,980	11,168
Student Fees and Charges [c]	9,012	8,782	9,012	8,782
Donations	–	13	–	13
Total User Charges – Non-ACT Government	**31,300**	**32,130**	**19,992**	**19,963**
Total User Charges for Goods and Services	**42,289**	**44,199**	**30,496**	**30,708**

(a) The decrease in Special Purpose Fund Activities revenue was primarily due to the winding up of programs such as the Productivity Places Program.

(b) The decrease in consolidated Commercial Revenue is due to decreased domestic and international training course revenue.

(c) The increase in Student Fees and Charges is due to increases in student enrolment fees and associated charges such as recognition of prior learning fees.

NOTE 6   GOVERNMENT GRANTS

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
Government Grants				
Government Grants – Commonwealth	4,145	4,597	4,145	4,597
Government Grants – State	–	3	–	3
Total Government Grants [a]	**4,145**	**4,600**	**4,145**	**4,600**

(a) The changes in Government Grants activity within each category represent normal variability for this type of income during periods of Government expenditure reduction.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 7   INTEREST

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
Interest Revenue	329	313	274	241
Total Interest Revenue	**329**	**313**	**274**	**241**
Total interest revenue from financial assets not at fair value through profit and loss.	329	313	274	241

NOTE 8   RESOURCES RECEIVED FREE OF CHARGE

Resources received free of charge relate to goods and/or services being provided free of charge from other agencies within the ACT Government.

The Institute classifies goods and services received free of charge from entities external to the ACT Government as donations. Donations are shown in 5 - User Charges for Goods and Services.

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
Revenue from ACT Government Entities				
Legal Services	57	91	57	91
Library Reference Materials	3	2	3	2
Total Resources Received Free of Charge	**60**	**93**	**60**	**93**

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 9   OTHER REVENUE

Other Revenue arises from the core activities of the Institute. Other Revenue is distinct from Other Gains, as Other Gains are items that are not part of the core activities of the Institute.

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Revenue from Other Sources				
Other	702	628	382	336
Total Other Revenue from Other Sources	**702**	**628**	**382**	**336**
Total Other Revenue	**702**	**628**	**382**	**336**

NOTE 10   GAINS

Gains are transactions that are not part of the Institute's core activities. Other gains are distinct from Other Revenue, as Other Revenue arises from the core activities of the Institute.

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Contributions from CIT Solutions Pty Limited [a]	–	–	250	500
Gains from the Sale of Assets	12	–	12	–
Total Gains	**12**	**–**	**262**	**500**

(a) Contributions from CIT Solutions Pty Limited represent contributions to assist with shared operating and capital costs.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 11   EMPLOYEE EXPENSES

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Wages and Salaries	58,520	60,427	50,459	52,061
Annual Leave Expense [a]	6,315	5,323	5,685	4,704
Long Service Leave Expense [b]	1,479	1,710	1,416	1,491
Other Employee Benefits and On-Costs	1,592	1,588	992	918
Total Employee Expenses	**67,906**	**69,048**	**58,552**	**59,174**
The average full-time equivalent staffing level for the Institute's operations during the year was:	**806**	**816**	**717**	**725**

(a) The increase in annual leave expense is due to a combination of the departure of employees with large leave balances and an increase in leave taken by non-teaching staff.

(b) The long service leave liability, and the resultant expense, is recalculated annually using a present value factor provided by ACT Treasury. The reduction in long service leave expense from 2012 to 2013 is primarily the result of this recalculation.

NOTE 12   SUPERANNUATION EXPENSES

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Superannuation Contributions to the Territory Banking Account	4,578	4,533	4,500	4,468
Superannuation Payments to Comsuper (for the PSSAP)	407	431	407	431
Superannuation to External Providers	4,243	4,146	3,495	3,374
Total Superannuation Expenses	**9,228**	**9,110**	**8,402**	**8,273**

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 13   SUPPLIES AND SERVICES

	Consolidated		Institute	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Travel	1,390	1,570	965	1,094
Materials [(a)]	4,068	3,635	3,755	3,360
Contractors and Consultants	9,676	10,167	7,591	7,553
Repairs and Maintenance [(a)]	10,339	9,306	10,201	9,079
Operating Lease Charges [(b)]	6,323	7,298	5,888	6,796
Insurance	1,368	1,380	1,313	1,312
Reference and Learning Materials	695	621	571	494
Seminars and Conferences	451	631	419	590
Advertising	1,077	1,052	735	720
Overseas Student Management Fees	544	551	3,469	3,300
Other	1,028	503	968	419
Total Supplies and Services	**36,959**	**36,714**	**35,875**	**34,717**

(a) Materials and Repairs and Maintenance expenses have increased due to deferral of expenditure in 2012.

(b) The decrease in Operating Lease Charges is due to information, communication and technology lease commitments ending.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 14 DEPRECIATION AND AMORTISATION

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Depreciation				
Buildings and Improvements	6,959	6,975	6,959	6,975
Plant and Equipment	643	512	630	485
Leasehold Improvements	166	182	31	33
Total Depreciation	**7,768**	**7,669**	**7,620**	**7,493**
Amortisation				
Externally Purchased Software	963	1,091	950	1,064
Total Amortisation	**963**	**1,091**	**950**	**1,064**
Total Depreciation and Amortisation	**8,731**	**8,760**	**8,570**	**8,557**

NOTE 15 OTHER EXPENSES

	Note	Consolidated		Institute	
		2013 $'000	2012 $'000	2013 $'000	2012 $'000
Waivers, Impairment Losses and Write-offs	16	466	1,814	459	1,806
Bank Charges and Security Services		77	83	54	56
Copyright Charges		157	161	157	161
Asset Transfer to Property Group [a]		–	6,004	–	6,004
Grants and Sponsorships		1,396	2,598	1,394	2,247
Other Expenses		830	611	149	369
Total Other Expenses		**2,926**	**11,271**	**2,213**	**10,643**

(a) Asset Transfer to Property Group represents the transfer-out of the remaining Land and Buildings at the Weston Campus, a process which occurred in two phases during 2011 and 2012.

Canberra Institute of Technology
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NOTE 16   WAIVERS, IMPAIRMENT LOSSES AND WRITE-OFFS

Under Section 131 of the *Financial Management Act 1996* the Treasurer may, in writing, waive the right to payment of an amount payable to the Territory. A waiver is the relinquishment of a legal claim to a debt over which the Institute has control.

The write-off of a debt is the accounting action taken to remove a debt from the books but does not relinquish the legal right of the Institute to recover the amount. The write-off of debts may occur for reasons other than waivers.

The waivers, impairment losses and write-offs listed below have occurred during the reporting period for the Institute.

The financial impact of Student Fee Waivers is included under 'Waivers, Impairment Losses and Write-offs' in Note 15 - Other Expenses. The number of Student Fee Waivers relates to transactions with 221 students who attracted a waiver during 2013. The number of Student Fee Irrecoverable Debts relates to transactions with 2,539 students who attracted a write-off during 2013.

	Consolidated			
	2013		**2012**	
	Number	**$'000**	**Number**	**$'000**
Waivers and Write-offs				
Student Fee Waivers	221	88	183	52
Student Fee Irrecoverable Debts [a]	2,539	917	2,986	1,309
Total Waivers and Write-Offs	**2,760**	**1,005**	**3,169**	**1,361**
Impairment Losses				
Impairment Loss from Receivables				
Trade Receivables and Other Trade Receivables	–	(539)	–	453
Total Impairment Loss from Receivables	**–**	**(539)**	**–**	**453**
Total Waivers, Impairment Losses and Write-offs	**2,760**	**466**	**3,169**	**1,814**

(a) A comprehensive review of outstanding receivables conducted during 2012 resulted in a large impairment of longer-term outstanding receivables. A further review in 2013 resulted in fewer impairments and a consequent reduction in impairment expense.

Canberra Institute of Technology
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NOTE 16   WAIVERS, IMPAIRMENT LOSSES AND WRITE-OFFS – CONTINUED

	Institute			
	2013		**2012**	
	Number	**$'000**	**Number**	**$'000**
Waivers and Write-offs				
Student Fee Waivers	221	88	183	52
Student Fee Irrecoverable Debts [a]	2,539	907	2,986	1,308
Total Waivers and Write-Offs	**2,760**	**995**	**3,169**	**1,360**
Impairment Losses				
Impairment Loss from Receivables				
Trade Receivables and Other Trade Receivables	–	(536)	–	446
Total Impairment Loss from Receivables	**–**	**(536)**	**–**	**446**
Total Waivers, Impairment Losses and Write-offs	**2,760**	**459**	**3,169**	**1,806**

(a) A comprehensive review of outstanding receivables conducted during 2012 resulted in a large impairment of longer-term outstanding receivables. A further review in 2013 resulted in fewer impairments and a consequent reduction in impairment expense.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
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NOTE 17   AUDITOR'S REMUNERATION

Auditor's remuneration consists of financial audit services provided to the Institute by the ACT Auditor General's Office. Auditor's remuneration is included under 'Contractors and Consultants' in Note 13 – Supplies and Services. No other services were provided by the ACT Auditor-General's Office.

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
Audit Services				
Audit Fees Paid to the ACT Auditor-General's Office	150	142	118	114
Total Audit Fees	**150**	**142**	**118**	**114**
Total Auditor's Remuneration	**150**	**142**	**118**	**114**

NOTE 18   CASH AND CASH EQUIVALENTS

The Institute holds a number of bank accounts with Westpac Banking Corporation Limited as part of whole-of-government banking arrangements. As part of these arrangements, the Institute earns interest on deposits, at a rate equivalent to 15 basis points below the Reserve Bank's target cash rate. Term deposits held by the Institute with IMB Financial Services earned a weighted average interest rate of 3.82%..

CIT Solutions Pty Limited's Term Deposits were held with the Westpac Banking Corporation Limited. The funds earned an interest rate of 5.05% in 2013 (5.05% in 2012). These funds were able to be withdrawn upon request. No funds were held in term deposit at the reporting date.

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
Cash at Bank	3,907	4,365	3,102	3,220
Cash on Hand	25	24	20	19
Cash Equivalent – Term Deposit	2,000	4,000	2,000	3,000
Total Cash and Cash Equivalents	**5,932**	**8,389**	**5,122**	**6,239**

Canberra Institute of Technology
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NOTE 19   RECEIVABLES

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Current Receivables				
Accounts Receivables	3,195	3,063	1,289	2,148
Less: Allowance for Impaired Receivables	(119)	(137)	(119)	(125)
Total Accounts Receivable	**3,076**	**2,926**	**1,170**	**2,023**
Student Receivables				
Student Receivables	2,027	1,661	2,027	1,661
Less: Allowance for Impaired Receivables	(534)	(1,059)	(529)	(1,059)
Total Student Receivables	**1,493**	**602**	**1,498**	**603**
Accrued Revenue	478	755	478	735
Total Accrued Revenue	**478**	**755**	**478**	**735**
Total Current Receivables	**5,047**	**4,283**	**3,146**	**3,360**
Total Receivables	**5,047**	**4,283**	**3,146**	**3,360**
Reconciliation of the Allowance for Impaired Receivables				
Allowance for Impaired Receivables at the Beginning of the Reporting Period	1,196	743	1,184	738
Additional Allowance Recognised During the Reporting Period	–	453	–	446
Reduction in Allowance from Amounts Written off During the Year	(543)	–	(536)	–
Allowance for Impairment Losses at the End of the Reporting Period	**653**	**1,196**	**648**	**1,184**
Classification of ACT Government/Non-ACT Government Receivables				
Receivables with ACT Government Entities				
Net Accounts Receivable	676	498	442	1,266
Accrued Revenue	83	46	83	80
Total Receivables with ACT Government Entities	**759**	**544**	**525**	**1,346**
Recivables with Non-ACT Government Entites				
Net Accounts Receivable	2,400	1,195	728	686
Net Student Receivables	1,493	1,869	1,498	673
Accrued Revenue	395	675	395	655
Total Receivables with Non-ACT Government Entities	**4,288**	**3,739**	**2,621**	**2,014**
Total Receivables	**5,047**	**4,283**	**3,146**	**3,360**

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NOTE 19 RECEIVABLES – CONTINUED

Ageing of Receivables Consolidated	Not Overdue	Past Due		Greater than 60 Days	Total
		Less than 30 Days	30 to 60 Days		
	$'000	$'000	$'000	$'000	$'000
2013					
Not Impaired [a]					
Receivables	4,002	611	420	14	**5,047**
Impaired					
Receivables	–	–	–	653	**653**
2012					
Not Impaired [a]					
Receivables	3,329	471	348	135	**4,283**
Impaired					
Receivables	–	–	–	1,196	**1,196**

Institute	Not Overdue	Past Due		Greater than 60 Days	Total
		Less than 30 Days	30 to 60 Days		
	$'000	$'000	$'000	$'000	$'000
2013					
Not Impaired [a]					
Receivables	2,522	305	306	13	**3,146**
Impaired					
Receivables	–	–	–	648	**648**
2012					
Not Impaired [a]					
Receivables	2,787	156	334	83	**3,360**
Impaired					
Receivables	–	–	–	1,184	**1,184**

(a) 'Not Impaired' refers to Net Receivables (that is Gross Receivables less Impaired Receivables).

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NOTE 20   OTHER ASSETS

	Consolidated		Institute	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Current Other Assets				
Prepayments	2,348	1,621	2,117	1,462
Total Current Other Assets	**2,348**	**1,621**	**2,117**	**1,462**
Total Other Assets	**2,348**	**1,621**	**2,117**	**1,462**

NOTE 21   INVESTMENTS

	Consolidated		Institute	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Non-current Investments				
CIT Solutions Pty Limited (a)	–	–	20	20
Total Current Other Assets	**–**	**–**	**20**	**20**
Total Other Assets	**–**	**–**	**20**	**20**

(a) The Chief Executive Officer, on behalf of the Institute, holds $20,000 of paid-up capital in CIT Solutions Pty Limited. CIT Solutions Pty Limited offers a range of educational activities and services on a commercial basis.

NOTE 22   PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment includes the following classes of assets – land, buildings and improvements, leasehold improvements, plant and equipment and heritage assets. Property, plant and equipment does not include assets held for sale or investment property.

Land includes leasehold land held by the Institute, but excludes land under infrastructure.

Buildings and Improvements include office buildings, teaching spaces, workshops, laboratories, infrastructure, fit-out and site works.

Leasehold improvements represent capital expenditure incurred in relation to leased assets. This includes fit-outs of leased buildings.

Plant and equipment includes mobile plant, office and computer equipment, furniture and fittings, motor vehicles, and other mechanical and electronic equipment.

Heritage assets are defined as those non current assets that the ACT Government intends to preserve indefinitely because of their unique historical, cultural or environmental attributes. A common feature of heritage assets is that they cannot be replaced and they are not usually available for sale or redeployment. Heritage assets held by the Institute include artworks, gemstones and sculptures.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 22   PROPERTY, PLANT AND EQUIPMENT – CONTINUED

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
Land				
Land at Fair Value	46,400	46,400	46,400	46,400
Total Land Assets	**46,400**	**46,400**	**46,400**	**46,400**
Buildings and Improvements				
Buildings and Improvements at Fair Value	162,872	160,510	162,872	160,510
Less: Accumulated Depreciation	(13,218)	(6,260)	(13,218)	(6,260)
Total Written-Down Value of Buildings and Improvements	**149,654**	**154,250**	**149,654**	**154,250**
Total Written-Down Value of Land and Buildings	**196,054**	**200,650**	**196,054**	**200,650**
Leasehold Improvements				
Leasehold Improvements at Fair Value	1,127	908	280	160
Less: Accumulated Depreciation	(614)	(488)	(29)	(33)
Total Written-Down Value of Leasehold Improvements	**513**	**420**	**251**	**127**
Plant and Equipment				
Plant and Equipment at Fair Value	8,978	8,327	8,927	8,212
Less: Accumulated Depreciation	(1,127)	(573)	(1,085)	(481)
Total Written-Down Value of Plant and Equipment	**7,851**	**7,754**	**7,842**	**7,731**
Heritage Assets				
Heritage Assets at Fair Value	120	121	120	121
Total Heritage Assets	**120**	**121**	**120**	**121**
Total Written-Down Value of Property, Plant and Equipment	**204,538**	**208,945**	**204,267**	**208,629**

Valuation of Non-Current Assets

Certified Practising Valuer Rodney Hyman Asset Services Pty Ltd performed an independent revaluation of the Institute's Plant and Equipment and Heritage assets as at 31 December 2011. Certified Practising Valuer Knight Frank Valuations Canberra performed an independent revaluation of the Institute's Land, Building and Leasehold Improvement assets as at 31 December 2011. The next valuation is scheduled in 2014.

NOTE 22   PROPERTY, PLANT AND EQUIPMENT – CONTINUED

The following table shows the movements in Property, Plant and Equipment during 2013.

	Land $'000	Buildings and Improvements $'000	Leasehold Improvements $'000	Plant and Equipment $'000	Heritage Assets $'000	Total $'000
Consolidated 2013						
Carrying Amount at the Beginning of the Reporting Period	**46,400**	**154,250**	**420**	**7,754**	**121**	**208,945**
Additions	–	2,362	253	978	–	3,593
Depreciation and Amortisation	–	(6,959)	(166)	(643)	–	(7,768)
Disposals	–	–	(34)	(227)	(1)	(262)
Depreciation Write-back for Asset Disposals	–	–	34	26	–	60
Other Movements	–	1	6	(37)	–	(31)
Carrying Amount at the End of the Reporting Period	**46,400**	**149,654**	**513**	**7,851**	**120**	**204,538**
Consolidated 2012						
Carrying Amount at the Beginning of the Reporting Period	**51,600**	**158,490**	**601**	**7,713**	**121**	**218,525**
Additions	–	3,539	1	1,051	–	4,591
Depreciation and Amortisation	–	(6,975)	(182)	(512)	–	(7,670)
Disposals	–	–	–	(526)	–	(526)
Disposal from Transfer	(5,200)	(804)	–	–	–	(6,004)
Other Movements	–	–	–	28	–	28
Depreciation Write-back for Asset Disposals	–	–	–	–	–	–
Carrying Amount at the End of the Reporting Period	**46,400**	**154,250**	**420**	**7,754**	**121**	**208,945**

Canberra Institute of Technology
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NOTE 22   PROPERTY, PLANT AND EQUIPMENT – CONTINUED

The following table shows the movements in Property, Plant and Equipment during 2013.

	Land $'000	Buildings and Improvements $'000	Leasehold Improvements $'000	Plant and Equipment $'000	Heritage Assets $'000	Total $'000
Institute 2013						
Carrying Amount at the Beginning of the Reporting Period	46,400	154,250	127	7,731	121	208,629
Additions	–	2,363	155	978	–	3,496
Depreciation and Amortisation	–	(6,959)	(31)	(630)	–	(7,620)
Disposals	–	–	(34)	(227)	(1)	(262)
Depreciation Write-back for Asset Disposals	–	–	34	26	–	60
Other Movements	–	–	–	(36)	–	(36)
Carrying Amount at the End of the Reporting Period	46,400	149,654	251	7,842	120	204,267
Institute 2012						
Carrying Amount at the Beginning of the Reporting Period	51,600	158,490	160	7,668	121	218,039
Additions	–	3,539	–	1,045	–	4,584
Depreciation and Amortisation	–	(6,975)	(33)	(485)	–	(7,493)
Disposals	–	–	–	(526)	–	(526)
Depreciation Write-back for Asset Disposals	–	–	–	–	–	–
Disposal from Transfers	(5,200)	(804)	–	–	–	(6,004)
Other Movements	–	–	–	29	–	29
Carrying Amount at the End of the Reporting Period	46,400	154,250	127	7,731	121	208,629

Canberra Institute of Technology
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NOTE 22   PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Fair Value Hierarchy

AASB 13 *Fair Value Measurements* requires the disclosure of fair value measurements by level of the fair value hierarchy that reflects the significance of the inputs used in determining their fair value. The fair value hierarchy is made up of the following three levels:

– Level 1 – quoted prices (unadjusted) in active markets for identical assets and liabilities;

– Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and

– Level 3 – unobservable inputs for the asset or liability (not based on observable market data).

Fair value measurements at 31 December 2013	Classification According to Fair Value Hierarchy			
Consolidated	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Land and Improvements	–	46,400	–	46,400
Buildings and Improvements	–	–	150,167	150,167
Plant and Equipment	–	7,851	–	7,851
Heritage Assets (including Artworks)	–	120	–	120
	–	**54,371**	**150,167**	**204,538**

Transfer Between Categories

There have been no transfers between the fair value hierarchy levels during the reporting period.

Fair value measurements at 31 December 2013	Classification According to Fair Value Hierarchy			
Institute	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Land and Improvements	–	46,400	–	46,400
Buildings and Improvements	–	–	149,905	149,905
Plant and Equipment	–	7,842	–	7,842
Heritage Assets (including Artworks)	–	120	–	120
	–	**54,362**	**149,905**	**204,267**

Transfer Between Categories

There have been no transfers between the fair value hierarchy levels during the reporting period.

Level 2

Valuation technique: The valuation technique to value Land, Artworks, Plant and Equipment and Heritage assets is the market approach.

Inputs: In determining the value of land, prices and other relevant information generated by market transactions involving comparable (similar) assets were considered. Regard was taken of the Crown Lease terms and tenure, the Australian Capital Territory Plan and the National Capital Plan, where applicable, as well as current zoning. The effects of the Global Financial Crises on property prices were also considered. The Institute considers that the valuation reflects the highest and best use value within current ACT Government practices, land use purposes and the Institute's constructive obligations.

When assessing the value, the prices adopted from the evidence were on a dollar per square metre basis, subsequently applied to the various land areas to derive the total land value.

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NOTE 22 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Fair Value Hierarchy – continued

Artworks comprise works produced by students and held for permanent exhibition, for which fair value is determined using a market price where there is a market for the same or a similar item.

In determining the value of plant and equipment, a sales comparison approach was adopted with direct comparisons, asking prices by reputable dealers of similar equipment and drawn comparisons on a discount to new assets sales with similar market behaviour. In the absence of quoted replacement prices or indices from manufacturers and installers, indices to adjust historical costs to replacement costs have been drawn from The Bureau of Statistics Producer Price Indices 642702.

Level 3

Valuation technique: Buildings and improvements were considered specialised assets by the valuers and measured using the cost approach.

The Institute's policy to engage in revaluation of its buildings and improvements and leasehold improvements at three year intervals, reflects its view that between valuations the value does not differ significantly from the depreciated replacement cost, which the Institute thus equates to the current replacement cost during these interim periods.

Inputs: In determining the value of buildings and improvements, regard was had to the age of buildings, size of improvements, estimated replacement cost, condition of structures and current use. The Monterey student accommodation and Woden Childcare Centre were valued on a direct comparison basis.

When assessing the value, the prices adopted from the evidence were on a dollar per square metre basis, subsequently applied to the various building and improvement areas to derive the total building and improvements value. The Monterey student accommodation was the exception with values adopted on a dollar per unit basis.

The following table shows the movement in Level 3 items for the Consolidated entity during 2013.

Consolidated	Buildings and Improvements
	$'000
Value at the Beginning of the Reporting Period	**154,670**
Losses in Operating Statement - Current replacement cost movement in Depreciation and Amortisation	(7,118)
Purchases	2,615
Disposals	–
Value at the End of the Reporting Period	**150,167**

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NOTE 22 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

Fair Value Hierarchy – continued

The following table shows the movement in Level 3 items for the Consolidated entity during 2013.

Institute	Buildings and Improvements
	$'000
Value at the Beginning of the Reporting Period	154,377
Losses in Operating Statement - Current replacement cost movement in Depreciation and Amortisation	(6,989)
Purchases	2,516
Disposals	–
Value at the End of the Reporting Period	149,904

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NOTE 23   INTANGIBLE ASSETS

CIT Solutions Pty Limited has externally purchased software, comprising five core corporate business systems (off-the-shelf products modified to meet the Institute's needs) and software titles.

	Consolidated		Institute	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Computer Software				
Externally Purchased Software				
Computer Software at Fair Value	4,439	4,033	4,360	3,916
Less: Accumulated Amortisation [a]	(3,003)	(2,078)	(2,924)	(1,974)
Total Externally Purchased Software	1,436	1,955	1,436	1,942
Total Computer Software	1,436	1,955	1,436	1,942
Total Intangible Assets	1,436	1,955	1,436	1,942

(a) Computer Software amortisation is included in Depreciation and Amortisation in the Operating Statement.

Reconciliation of Intangible Assets

The following table shows the movements in Intangible Assets from the beginning to the end of 2012 and 2013.

	Consolidated		Institute	
	Externally Purchased Software		Externally Purchased Software	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Carrying Amount at the Beginning of the Reporting Period	1,955	972	1,942	932
Additions	444	2,074	444	2,074
Amortisation	(963)	(1,091)	(950)	(1,064)
Carrying Amount at the End of the Reporting Period	1,436	1,955	1,436	1,942

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NOTE 24   CAPITAL WORKS IN PROGRESS

Capital Works in Progress are assets being constructed over periods of time, in excess of the present reporting period. These assets often require extensive installation work or integration with other assets, and contrast with simpler assets that are ready for use when acquired, such as motor vehicles and equipment. Capital Works in Progress are not depreciated, as the Institute is not currently deriving economic benefits from them.

	Consolidated		Institute	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Plant and Equipment in Progress	–	8	–	8
Building Works in Progress	818	492	818	492
Information Technology Infrastructure in Progress	126	154	126	154
Total Capital Works in Progress	**944**	**654**	**944**	**654**

Reconciliation of Capital Works in Progress

The following table shows the movements in the consolidated Capital Works in Progress during 2012 and 2013.

	Buildings Works in Progress $'000	Software Works in Progress $'000	Total $'000
Consolidated 2013			
Carrying Amount at the Beginning of the Reporting Period	**500**	**154**	**654**
Additions	818	126	944
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment	(500)	–	(500)
Capital Works in Progress Completed and Transferred to Intangible Assets	–	(154)	(154)
Carrying Amount at the End of the Reporting Period	**818**	**126**	**944**
Consolidated 2012			
Carrying Amount at the Beginning of the Reporting Period	**2,645**	**534**	**3,179**
Additions	410	154	564
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment	(2,555)	–	(2,555)
Capital Works in Progress Completed and Transferred to Intangible Assets	–	(534)	(534)
Carrying Amount at the End of the Reporting Period	**500**	**154**	**654**

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NOTE 24   CAPITAL WORKS IN PROGRESS – CONTINUED

Reconciliation of Capital Works in Progress

The following table shows the movement in the Institute's Capital Works in Progress during 2012 and 2013.

	Buildings Works in Progress $'000	Software Works in Progress $'000	Total $'000
Institute 2013			
Carrying Amount at the Beginning of the Reporting Period	**500**	**154**	**654**
Additions	818	126	944
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment	(500)	–	(500)
Capital Works in Progress Completed and Transferred to Intangible Assets	–	(154)	(154)
Carrying Amount at the End of the Reporting Period	**818**	**126**	**944**
Institute 2012			
Carrying Amount at the Beginning of the Reporting Period	**2,645**	**534**	**3,179**
Additions	410	154	564
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment	(2,555)	–	(2,555)
Capital Works in Progress Completed and Transferred to Intangible Assets	–	(534)	(534)
Carrying Amount at the End of the Reporting Period	**500**	**154**	**654**

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NOTE 25   PAYABLES

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
Current Payables				
Accounts Payable	177	161	175	161
Other Payables	188	169	188	169
Sub-Total Payables	**365**	**330**	**363**	**330**
Accrued Expenses [(a)]	3,618	1,266	3,534	965
Total Current Payables	**3,983**	**1,596**	**3,897**	**1,295**
Total Payables	**3,983**	**1,596**	**3,897**	**1,295**
Payables are aged as follows:				
Not Overdue	3,900	1,517	3,749	1,216
Overdue for Less than 30 Days	83	79	125	79
Overdue for 30 to 60 Days	–	–	13	–
Overdue for more than 60 Days	–	–	10	–
Total Payables	**3,983**	**1,596**	**3,897**	**1,295**
Classification of ACT Government/Non-ACT Government Payables				
Payables with ACT Government Entities				
Accrued Expenses	2,246	142	2,550	114
Total Payables with ACT Government Entities	**2,246**	**142**	**2,550**	**114**
Payables with Non-ACT Government Entities				
Accounts Payable	179	161	175	161
Other Payables	187	169	187	169
Accrued Expenses	1,372	1,124	985	851
Total Payables with Non-ACT Government Entities	**1,737**	**1,454**	**1,347**	**1,181**
Total Payables	**3,983**	**1,596**	**3,897**	**1,295**

(a) The increase in Accrued Expenses is due primarily to the second quarter invoice for ACT Shared Services Information and Communication, Human Resources, Finance & Procurement services not having been received by CIT in 2013.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 26   EMPLOYEE BENEFITS

	Consolidated		Institute	
	2013 **$'000**	**2012** **$'000**	**2013** **$'000**	**2012** **$'000**
Current Employee Benefits				
Annual Leave	6,107	6,015	5,735	5,676
Long Service Leave (a)	12,114	11,368	11,636	10,879
Accrued Salaries	65	2,021	–	1,856
Other Benefits	195	238	24	87
Total Current Employee Benefits	**18,481**	**19,642**	**17,395**	**18,498**
Non-Current Employee Benefits				
Long Service Leave	1,875	2,329	1,675	2,155
Total Non-Current Employee Benefits	**1,875**	**2,329**	**1,675**	**2,155**
Total Employee Benefits	**20,356**	**21,971**	**19,070**	**20,653**
Estimate of when Leave is Payable				
Estimated Amount Payable within 12 Months (b)				
Annual Leave	4,808	6,015	4,436	5,676
Long Service Leave	1,184	1,547	1,184	1,095
Accrued Salaries	65	2,021	–	1,856
Other Benefits	195	238	24	87
Total Employee Benefits Payable within 12 Months	**6,252**	**9,821**	**5,644**	**8,714**
Estimated Amount Payable after 12 Months (c)				
Long Service Leave	12,805	12,150	12,127	11,939
Annual Leave	1,299	–	1,299	–
Total Employee Benefits Payable after 12 Months	**14,104**	**12,150**	**13,426**	**11,939**
Total Employee Benefits	**20,356**	**21,971**	**19,070**	**20,653**

(a) Refer to Note 2 (v) - Employee Benefits.

(b) Annual and Long Service Leave expected to be wholly settled within 12 months is disclosed as short-term employee benefits.

(c) Annual and Long Service Leave not expected to be wholly settled within 12 months is disclosed as other long-term employee benefits.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 27   OTHER LIABILITIES

	Consolidated		Institute	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Current Other Liabilities				
Revenue in Advance - Student Fees	2,442	2,088	2,442	2,088
Revenue in Advance - Grants	292	373	292	373
Other Current Liabilities	409	1,068	100	869
Total Current Other Liabilities	**3,143**	**3,529**	**2,834**	**3,330**
Non-Current Other Liabilities				
Other	51	42	–	–
Total Non-Current Other Liabilities	**51**	**42**	**–**	**–**
Total Other Liabilities	**3,194**	**3,571**	**2,834**	**3,330**

NOTE 28   ASSET REVALUATION SURPLUS

Asset Revaluation Surplus

The Asset Revaluation Surplus is used to record the increments and decrements in the value of the Property, Plant and Equipment.

	Consolidated		Institute	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Balance at the Beginning of the Reporting Period	**85,811**	**85,700**	**85,811**	**85,700**
Increment in Buildings due to Revaluation	–	640	–	640
(Decrement)/Increment in Plant and Equipment due to Impairment	–	(529)	–	(529)
Total Movement	**–**	**111**	**–**	**111**
Balance at the End of the Reporting Period	**85,811**	**85,811**	**85,811**	**85,811**

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 29   FINANCIAL INSTRUMENTS

Details of the significant policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability, are disclosed in Note 2 - Summary of Significant Accounting Policies.

Interest Rate Risk

Interest rate risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Institute's financial assets consist of cash and cash equivalents, which are normally exposed to floating interest rate risk. Based on the cash needs of the Institute, floating interest rate risk is mitigated by investing cash in term deposits with fixed interest rates.

The Institute does not have any financial liabilities held at floating interest rates and is therefore not exposed to movements in the amount of interest payable.

As the Institute's operating cash flows are not significantly dependant on interest earned from cash and cash equivalents, a sensitivity analysis of the interest rate risk has not been performed.

There have been no changes in risk exposure or processes for managing risk since last financial reporting period.

Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Institute's credit risk is limited to the amount of the financial assets it holds net of any allowance for impairment. This risk is minimised due to a majority of revenue transactions taking place with State and Australian Government entities. Term deposits held are with the Westpac Banking Corporation Limited, which is considered to be a high quality credit financial institution. Therefore these funds are considered to be subject to an insignificant amount of credit risk. Credit risk is monitored on a regular basis. The Institute expects to collect all financial assets that are not past due or impaired.

The Institute has a large number of transactions with students and other commercial entities. These credit risks are managed through internal processes which include sending reminder letters and referring to a debt collection agency. With regard to student debtors, the Institute can limit their access to facilities, obtaining grades and graduating.

There have been no changes in credit risk exposure since last reporting period.

Liquidity Risk

Liquidity risk is the risk that the Institute will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. The Institute manages its exposure to liquidity risk by drawing down appropriations received to fund outputs progressively throughout the year and by progressively invoicing students and other debtors to ensure that it can meet its obligations throughout the year.

The Institute's exposure to liquidity risk and the management of this risk has not changed since the previous reporting period.

Price Risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether these changes are caused by factors specific to the individual finance instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Institute has no exposure to price risk, as it does not hold financial instruments that are exposed to movements in market prices.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 29   FINANCIAL INSTRUMENTS – CONTINUED

Fair Value of Financial Assets and Liabilities

The carrying amounts and fair values of financial assets and liabilities at the end of the reporting year are:

	Consolidated			
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	2013 $'000	2013 $'000	2012 $'000	2012 $'000
Financial Assets				
Cash and Cash Equivalents	5,932	5,932	8,389	8,389
Receivables	4,568	4,568	3,528	3,528
Total Financial Assets	**10,500**	**10,500**	**11,917**	**11,917**
Financial Liabilities				
Payables	365	365	330	330
Total Financial Liabilities	**365**	**365**	**330**	**330**

Fair Value Hierarchy

The Institute does not have any financial assets or liabilities measured at fair value. As such, no fair value hierarchy disclosures have been made.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 29   FINANCIAL INSTRUMENTS – CONTINUED

The following table sets out the Institute's maturity analysis for financial assets and liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period as at 31 December 2013. All financial assets and liabilities, which have a floating interest rate or are non-interest bearing, will mature in one year or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

The Institute does not hold any collateral as security relating to financial assets.

Consolidated 2013

		Fixed Interest Maturing in:					
Financial Instruments	Note	Floating Interest Rate $'000	1 Year or less $'000	1 to 5 Years $'000	Over 5 Years $'000	Non-Interest Bearing $'000	Total $'000
Financial Assets							
Cash and Cash Equivalents	18	3,907	2,000	–	–	25	5,932
Receivables	19	–	–	–	–	4,568	4,568
Total Financial Assets		**3,907**	**2,000**	**–**	**–**	**4,593**	**10,500**
Weighted Average Interest Rate		3.44%					
Financial Liabilities							
Payables	25	–	–	–	–	(365)	(365)
Total Financial Liabilities		**–**	**–**	**–**	**–**	**(365)**	**(365)**
Net Financial Assets		**3,907**	**2,000**	**–**	**–**	**4,228**	**10,135**

NOTE 29   FINANCIAL INSTRUMENTS – CONTINUED

The following table sets out the Institute's maturity analysis for financial assets and liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period as at 31 December 2012. All financial assets and liabilities, which have a floating interest rate or are non-interest bearing, will mature in one year or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

The Institute does not hold any collateral as security relating to financial assets.

Consolidated 2012

Financial Instruments	Note	Floating Interest Rate $'000	Fixed Interest Maturing in: 1 Year or less $'000	1 to 5 Years $'000	Over 5 Years $'000	Non-Interest Bearing $'000	Total $'000
Financial Assets							
Cash and Cash Equivalents	18	4,365	4,000	–	–	24	8,389
Receivables	19	–	–	–	–	3,528	3,528
Total Financial Assets		**4,365**	**4,000**	**–**	**–**	**3,552**	**11,917**
Weighted Average Interest Rate		4.15%					
Financial Liabilities							
Payables	25	–	–	–	–	(330)	(330)
Total Financial Liabilities		**–**	**–**	**–**	**–**	**(330)**	**(330)**
Net Financial Assets		**4,365**	**4,000**	**–**	**–**	**3,222**	**11,587**

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 29   FINANCIAL INSTRUMENTS – CONTINUED

	Consolidated	
	2013 $'000	2012 $'000
Carrying Amount of Each Category of Financial Asset and Financial Liability		
Financial Assets		
Loans and Receivables	4,568	3,528
Financial Liabilities		
Financial Liabilities Measured at Amortised Cost	365	330

The Institute does not have any financial assets in the 'Held to Maturity' category and as such this category is not included above. Also, the Institute does not have any financial liabilities in the 'Financial Liabilities at Fair Value through Profit and Loss' category and as such this category is not included above.

NOTE 30   COMMITMENTS

Capital Commitments

Capital commitments contracted at reporting date, that have not been recognised as liabilities, are as follows:

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Buildings and Minor New Works				
Payable:				
Within one year	2,831	2,608	2,831	2,608
Total Capital Commitments	**2,831**	**2,608**	**2,831**	**2,608**

Other Commitments

Other commitments contracted at reporting date, that have not been recognised as liabilities, are as follows:

	Consolidated		Institute	
Payable:				
Within one year	1,034	1,184	1,003	1,133
Later than one year but not later than five years	579	1,623	579	1,604
Total Other Commitments [a]	**1,613**	**2,807**	**1,582**	**2,737**

All amounts shown in the commitment note are inclusive of Goods and Services Tax.

(a) The decrease in Total Other Commitments is due to information, communication and technology lease commitments ending.

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 31   CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent Liabilities

In December 2013 the Institute reviewed pending legal claims from third parties. A public liability insurance policy, held with the ACT Insurance Authority, provides insurance cover for the legal costs that have occurred through defending claims against the Institute from a third party.

At the reporting date the estimated potential liability as a result of court action is $205,000 (2012 $705,000).

Contingent Assets

At the reporting date an estimate of the potential insurance settlement receivable in relation to pending legal claims from third parties is $190,000 (2012 $660,000).

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 32   CASH FLOW RECONCILIATION

(a) Reconciliation of Cash and Cash Equivalents at the End of the reporting period in the Cash Flow Statement to the equivalent items in the Balance Sheet

	Consolidated		Institute	
	2013 $'000	**2012 $'000**	**2013 $'000**	**2012 $'000**
Total Cash and Cash Equivalents Recorded in the Balance Sheet	5,932	8,389	5,122	6,239
Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement	**5,932**	**8,389**	**5,122**	**6,239**
(b) Reconciliation of Net Cash (Outflows)/Inflows from Operating Activities to the Operating Surplus/(Deficit)				
Operating (Deficit)	(11,112)	(14,420)	(10,892)	(14,236)
Add/(Less) Non-Cash Items				
Depreciation of Property, Plant and Equipment	7,768	7,669	7,620	7,493
Amortisation of Intangibles	963	1,091	950	1,064
Asset Transfer to Property Group	–	6,004	–	6,004
Transfer to Reserve	–	(972)	–	(972)
Add/(Less) Items Classified as Investing or Financing				
Gain on sale of assets	(12)	–	(12)	–
Net Loss on Disposal of Non-Current Assets	201	519	202	519
Dividend from CIT Solutions	–	–	500	–
Cash Before Changes in Operating Assets and Liabilities	**(2,192)**	**(109)**	**(1,632)**	**(128)**
Changes in Operating Assets and Liabilities				
(Increase)/Decrease in Receivables	(223)	(30)	324	(850)
(Decrease)/Increase in Allowance for Impaired Receivables	(543)	453	(536)	446
(Increase) in Other Assets	(726)	(56)	(657)	(122)
Increase/(Decrease) in Payables	2,155	(2,643)	2,286	(2,728)
(Decrease)/Increase in Provisions	(1,615)	982	(1,583)	804
(Decrease)/Increase in Other Liabilities	(377)	1,438	(496)	1,358
Net Changes in Operating Assets and Liabilities	**(1,328)**	**144**	**(662)**	**(1,092)**
Net Cash Inflows/(Outflows) from Operating Activities	**(3,521)**	**35**	**(2,294)**	**(1,220)**

Canberra Institute of Technology
Notes to and Forming Part of the Financial Statements
For the Year Ended 31 December 2013

NOTE 33   EVENTS OCCURRING AFTER BALANCE DATE

There were no events occurring after the balance date, which would affect the financial statements as at 31 December 2013.

NOTE 34   THIRD PARTY MONIES

The Institute holds monies on behalf of third parties which are reported as follows:

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
Balance at the Beginning of the Reporting Period	455	527	455	527
Cash Receipts	1,111	1,432	1,111	1,432
Cash Payments	(1,137)	(1,504)	(1,137)	(1,504)
Balance at the End of the Reporting Period	**429**	**455**	**429**	**455**

Monies Held on Behalf of Third Parties at the End of the Reporting Period:

	Consolidated		Institute	
	2013 $'000	2012 $'000	2013 $'000	2012 $'000
CIT Student Association Fees	101	–	101	–
Contractors' Deposits	254	442	254	442
Other	12	13	12	13
Conference Deposits	28	(25)	28	(25)
Students – Accommodation Bonds	34	25	34	25
Total Third Party Monies	**429**	**455**	**429**	**455**

For more information:

Chief Operating Officer
(02) 6207 3114

ACT AUDITOR-GENERAL'S OFFICE

ACT Government

REPORT OF FACTUAL FINDINGS
CANBERRA INSTITUTE OF TECHNOLOGY

To the Members of the ACT Legislative Assembly

Report on the statement of performance

The statement of performance of the Canberra Institute of Technology (the Institute) for the year ended 31 December 2013 has been reviewed.

Responsibility for the statement of performance

The Chief Executive Officer of the Institute is responsible for the preparation and fair presentation of the statement of performance of the Institute in accordance with the *Financial Management Act 1996*. This includes responsibility for maintaining adequate records and internal controls that are designed to prevent and detect fraud and error, and the systems and procedures to measure the results of the accountability indicators reported in the statement of performance.

The auditor's responsibility

Under the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2011*, I am responsible for providing a report of factual findings on the statement of performance.

The review was conducted in accordance with Australian Auditing Standards applicable to review engagements, to provide assurance that the results of the accountability indicators reported in statement of performance have been fairly presented in accordance with the *Financial Management Act 1996*.

A review is primarily limited to making inquiries with representatives of the Institute, performing analytical and other review procedures and examining other available evidence. These review procedures do not provide all of the evidence that would be required in an audit, therefore, the level of assurance provided is less than that given in an audit. An audit has not been performed and no audit opinion is being expressed on the statement of performance.

The review did not include an assessment of the relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets.

Level 4, 11 Moore Street, Canberra City, ACT 2601 | PO Box 275, Civic Square, ACT 2608
Telephone: 02 6207 0833 | Facsimile: 02 6207 0826 | Email: actauditorgeneral@act.gov.au

No opinion is expressed on the accuracy of explanations provided for variations between actual and targeted performance due to the often subjective nature of such explanations.

Electronic presentation of the statement of performance

Those viewing an electronic presentation of this statement of performance should note that the review does not provide assurance on the integrity of information presented electronically, and does not provide an opinion on any other information which may have been hyperlinked to or from this statement of performance. If users of this statement of performance are concerned with the inherent risks arising from the electronic presentation of information, they are advised to refer to the printed copy of the reviewed statement of performance to confirm the accuracy of this electronically presented information.

Independence

Applicable independence requirements of Australian professional ethical pronouncements were followed in conducting the review.

Review opinion

Based on the review procedures, no matters have come to my attention which indicate that the results of the accountability indicators, reported in the statement of performance of the Institute for the year ended 31 December 2013, are not fairly presented in accordance with the *Financial Management Act 1996*.

This review opinion should be read in conjunction with the other information disclosed in this report.
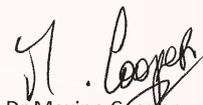
Dr Maxine Cooper
Auditor-General
14 March 2014

Canberra Institute of Technology
Statement of Performance
For the Year Ended 31 December 2013

Statement of Responsibility

In my opinion, the Statement of Performance is in agreement with the Canberra Institute of Technology's records and fairly reflects the service performance of the Canberra Institute of Technology for the year ended 31 December 2013 and also fairly reflects the judgements exercised in preparing it.

Adrian Marron
Chief Executive Officer
Canberra Institute of Technology

14 February 2014

Canberra Institute of Technology
Statement of Performance
For the Year Ended 31 December 2013

Statement by the Chief Finance Officer

In my opinion, the Statement of Performance is in agreement with the Canberra Institute of Technology's records and fairly reflects the service performance of the Canberra Institute of Technology for the year ended 31 December 2013 and also fairly reflects the judgements exercised in preparing it.

Shane Kay
Chief Finance Officer
Canberra Institute of Technology

14th February 2014

Canberra Institute of Technology
Statement of Performance
For the Year Ended 31 December 2013

OUTPUT CLASS 1: CANBERRA INSTITUTE OF TECHNOLOGY				
Output 1.1: Provision of Vocational Education and Training Services				
Accountability Indicators included in the Institute's 2013-14 Statement of Intent	**Notes**	**31 December 2013 Target**	**31 December 2013 Outcome**	**Variance %***
a) Nominal Hours		3,777,000	3,843,781	2
b) Achieve key output targets.				
i) Program Enrolments	1	15,500	16,435	6
ii) Module Pass Rates	2	75%	80%	7
iii) Program Completions	2	6,400	7,677	20
iv) Learner Satisfaction Rate	3	85%	92%	8
v) Employer Satisfaction Rate	3	80%	89%	11
c) Average Government Payment per Nominal Hour		$17.46	$17.46	–
Accountability Indicators included in the Institute's 2013-14 Budget	**Notes**	**30 June 2013 Target**	**30 June 2013 Outcome**	**Variance %***
a) Nominal Hours		3,820,000	3,725,286	(3)
b) Achieve key output targets.				
i) Program Enrolments	1	18,000	14,472	(20)
ii) Module Pass Rates	2	75%	80%	7
iii) Program Completions	2	6,500	14,016	116
iv) Learner Satisfaction Rate	3	85%	92%	8
v) Employer Satisfaction Rate	3	80%	89%	11
c) Average Government Payment per Nominal Hour		$18.22	$18.22	0

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

* Variance from Target
The percentage variance is calculated by subtracting the target from the outcome and dividing this difference by the target.

Canberra Institute of Technology
Statement of Performance
For the Year Ended 31 December 2013

Notes

1   Program enrolments at 31 December 2013 are above target due to higher than expected demand for CIT's course offerings in the second semester of 2013.

Program enrolments at 30 June 2013 are lower than target due to increasing activity in longer duration programs. This is reflective of recent trends for higher level programs when employment levels have risen in the local economy; enrolments in lower-level qualifications (with fewer Nominal Hours per program) reduce, but there is an increase in the proportion of enrolments in higher-level qualifications (with more Nominal Hours per program). The net effect is fewer program enrolments, but a similar number of Nominal Hours delivered in total.

2   Program completions and module pass rates are above target due to CIT's continued focus on high-quality and relevant training and support for CIT's students, as reflected in CIT's 2013 Learner Engagement Survey results. Program completions at 30 June 2013 also include the results of a drive to finalise a number of outstanding completions.

3   The 2013 surveys of learner engagement and employer satisfaction showed overall levels of satisfaction with the training of 92 and 89 per cent respectively, reflecting employers' and students' positive view of their experience of CIT training. Learner Satisfaction Rate results were based on the survey of students enrolled in nationally accredited programs. CIT has continued to improve its effectiveness and responsiveness in skilling students with contemporary training methods which have been positively received by industry and students alike.

Canberra Institute of Technology
Statement of Performance
For the Year Ended 31 December 2013

Accountability Indicator Definitions

a) Nominal Hours is the nationally accepted quantitative output measure for the Vocational Education and Training sector. It measures the anticipated hours of supervised learning or training provided by the Institute to adequately present the educational material associated with the delivery and assessment of a program of study. It also includes student contact hours delivered through a recognition of prior learning process.

b) Output targets are as specified below noting that 'Profile' relates to training activities that are funded directly by the ACT Government appropriation for the provision of public access vocational education and training.

    i. The number of records of students completing program enrolment requirements in accordance with the national Australian Vocational Education and Training Management Information Statistical Standard (AVETMISS)..

    ii. The proportion of successful module (subject) outcomes compared to module enrolments weighted by Nominal Hours in accordance with the national AVETMIS Standard.

    iii. The number of student records where program completion requirements have been met in accordance with the AVETMIS Standard for students completing study in the previous academic year(s). This measure does not include completions for non-accredited training such as Adult Community Education (ACE) programs.

    iv. Learner satisfaction rates measure the proportion of current students who indicated that were satisfied with the training they received at CIT. The learner survey has been designed by the Australian Council for Educational Research (ACER) to collect data relating to the (AQTF) quality indicator (QI) "Learner Satisfaction".

    v. Employer satisfaction rates measure the proportion of employers indicating that they were satisfied with training provided at CIT. The Employer Survey has been designed by the ACER to collect data relating to the AQTF QIs and Employer Satisfaction.

c) The Average Government Payment per Nominal Hour is an output target calculated as the Total Government Payment for Outputs divided by the Nominal Hours outcome for training programs delivered under the Institute's training Profile.
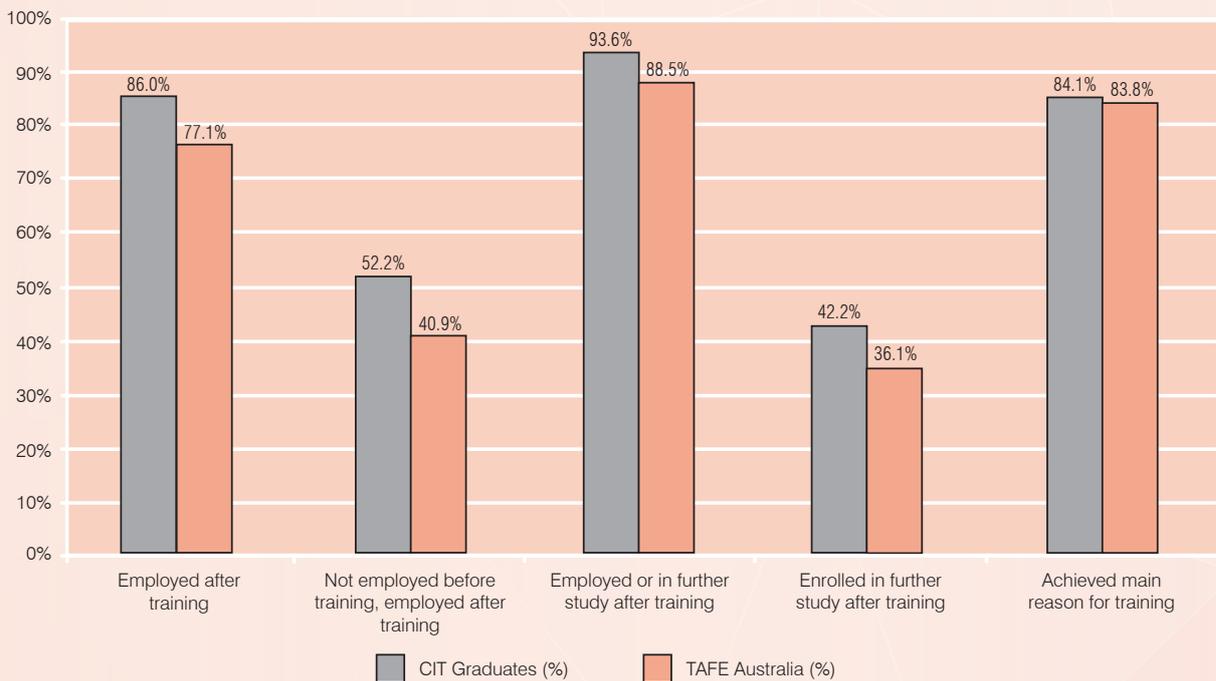
For more information:

Chief Operating Officer
(02) 6207 3114

A8

Strategic Indicators

The key strategic indicator used by CIT to measure its success is students employment outcomes as measured through the annual student outcomes survey. By focusing on students employment outcomes and satisfaction with vocational education and training, the student outcomes survey gauges how well CIT serves individuals, business, industry and the community.

Quality and effectiveness can be measured through student outcomes against national performance. When compared against national TAFE performance, CIT students consistently achieve high levels of employment or are undertaking further study after training.[1]

The 2013 performance of CIT graduates against national performance for Australian TAFE graduates is highlighted in the graph below. CIT graduates are shown in the grey and have exceeded the national performance on all measures indicating a strong performance across all strategic indicators.

VET Graduate Outcomes 2013

	Employed after training	Not employed before training, employed after training	Employed or in further study after training	Enrolled in further study after training	Achieved main reason for training
CIT Graduates (%)	86.0%	52.2%	93.6%	42.2%	84.1%
TAFE Australia (%)	77.1%	40.9%	88.5%	36.1%	83.8%

CIT Graduates (%)   TAFE Australia (%)

(1) Source: National Centre for Vocational Education Research: Student Outcomes, 2013 TAFE report, ACT

For more information:

Chief Operating Officer
(02) 6207 3114

A9 Analysis of Agency Performance

CIT's principal objective is the delivery of quality vocational education and training services to meet the needs of the ACT and surrounding region. CIT's traditional role has been the delivery of government funded public access programs; however, in recent years CIT has invested considerable effort in diversifying and growing new business from contestable funding sources. As a result, only 57% of CIT's total of 6.64 million nominal hours of training provision in 2013 was provided under CIT's Statement of Intent, which includes only government funded public access programs, and the remaining 43% of nominal hours of training was provided with contestable funding.

Performance in public access programs

The Statement of Intent has one corporate objective which is the provision of vocational education and training and CIT's performance against targets are discussed below (see section A7 for more detail). In 2013, CIT's performance continued to be of a high standard with satisfaction measures relating to VET provision indicating better than target results. The learner engagement level was 92%, the employer satisfaction level was 89% and the module pass rate was 80%, all significantly above target.

However, both program enrolments and program completions were influenced by the pattern of student demand. Program enrolments were above target due to higher than expected demand for CIT's course offerings in the second semester of 2013.

In 2013, CIT delivered 3,843,781 nominal hours which was slightly above target, and the average government payment per nominal hour was $17.46 which was equal to the target. There were 16,435 enrolments in public access programs.

Performance in contestable programs

CIT maintained its strong performance in the delivery of contestable training in special programs, such as apprentice training under User Choice. CIT was also successful in achieving its goal to increase commercially funded training undertaken both directly by CIT and through the subsidiary company, CIT Solutions. Corporate clients included large institutions such as ADFA, Australian Government departments, ACT Government directorates and professional bodies (see section A3 for more details).

In 2013, CIT through CIT Solutions was the largest adult and community education (ACE) provider in the ACT and region and offered over 629 short courses in areas such as creative arts, languages, and home, shed and garden.

In 2013, CIT delivered 2,875,598 nominal hours of training and had 20,220 enrolments in contestable programs.

CIT Solutions is responsible for the marketing and recruitment of CIT's international students. In 2013 1,349 enrolments was a good result, achieved in the context of a difficult trading environment; with increasing overseas competitors, changed student visa processes and a higher dollar putting pressure

on the company's inbound international student numbers.

CIT Solutions maintained a strong financial performance during 2013 with total revenue of $16.1 million, and in particular saw an increased demand for its international language training during 2013. The company has maintained its net asset position after a contribution of $0.25 million paid to CIT, as a transfer to owner, from its 2012 operating surplus.

For more information:

Chief Operating Officer
(02) 6207 3114

A10

Triple Bottom Line Report

	INDICATOR	2013 Result	2012 Result	% Change
ECONOMIC	**Employee Expenses**			
	Number of staff employed (head count, not FTE)	1,011	1,006	+0.5
	Total employee expenditure (dollars)	66.9 million	67.4 million	-0.7
	Operating Statement			
	Total expenditure (dollars)	113.6 million	121.4 million	-6.4
	Total own sourced revenue (dollars)	35.4 million	36.0 million	-1.7
	Total net cost of services (dollars)	78.2 million	85.4 million	-8.4
	Economic Viability			
	Total assets (dollars)	217.1 million	222.3 million	-2.3
	Total liabilities (dollars)	25.8 million	25.3 million	2.0
ENVIRONMENTAL	**Transport**			
	Total number of fleet vehicles	31	31	0
	Total transport fuel used (kilolitres)	54	57	-5.3
	Total direct greenhouse emissions of the fleet (tonnes of CO2e)	130.09	145.89	-10.8
	Energy Use			
	Total office energy use (mega joules)	5,051,006	3,262,160	54.8
	Office energy use per FTE (mega joules/FTE)	6,444.2	4,502.6	43.1
	Office energy use per square metre (mega joules/m²)	381.9	246.66	58.5
	Greenhouse Emissions			
	Total office greenhouse emissions - direct and indirect (tonnes of CO2e)	1,380	1,346	2.5
	Total office greenhouse emissions per FTE (tonnes of CO2e/FTE)	1.76	1.85	-4.9
	Total office greenhouse emissions per square metre (tonnes of CO2e/m²)	0.104	0.102	2.0
	Water Consumption			
	Total water use (kilolitres)	34,577	42,727	-19.1
	Office water use per FTE (kilolitres/FTE)	4.76	6.37	-25.3
	Office water use per square metre (kilolitres/m²)	0.28	0.35	-20
	Resource Efficiency and Waste			
	Estimate of co-mingled office waste per FTE (litres)	14.4	17.5	-17.8
	Estimate of paper recycled (litres)	455,407	695,278	-34.5
	Estimate of paper used (by reams) per FTE (litres)	24.4	40.38	-39.5

	INDICATOR	2013 Result	2012 Result	% Change
SOCIAL	**The Diversity of Our Workforce**			
	Women (Female FTEs as a percentage of the total workforce)	62.2%	60.7%	+2.5
	People with a disability (as a percentage of the total workforce)	2.5%	2.3%	+8.7
	Aboriginal and Torres Strait Islander people (as a percentage of the total workforce)	1.9%	2.3%	-17.4
	Staff with English as a second language (as a percentage of the total workforce)	16.8%	16.3%	+3.1
	Staff Health and Wellbeing			
	OHS Incident Reports	61	49	+24.5
	Accepted claims for compensation (as at 31 December 2013)	47	50	-6.0
	Staff receiving influenza vaccinations	339	283	+19.8
	Workstation assessments requested	41	57	-28.1

For more information:

Chief Operating Officer
(02) 6207 3114

SECTION B

Consultation and Scrutiny Reporting

From left: Mr Mick Gooda (Australia's Aboriginal and Torres Strait Islander Social Justice Commissioner), Dr Tom Calma AO (Adjunct Associate Professor at the National Centre for Indigenous Studies, ANU), Ms Jenny Dodd (Acting CIT Chief Executive) and Ms Joy Burch MLA (Minister for Education and Training) signed the Close the Gap pledge on National Close the Gap Day.

Community Engagement

Introduction

CIT utilises a number of consultation tools to seek advice and feedback from business, industry and the community. CIT undertakes a learner engagement survey annually. In 2013, 3,344 students were surveyed and results showed that 92.3% of learners were satisfied with the training provided at CIT (7.3% above target). An employer satisfaction survey is also conducted annually. In 2013, 591 employers were surveyed and the resulting employer satisfaction rate was 89.2% (9.2% above target). The 2013 learner and employer survey results are analysed and strategies for improvement are included in college business plans for 2014.

Client satisfaction

CIT's commitment to client satisfaction levels is also reflected in other strategic indicators, such as 91.9% graduates are employed or in further study compared to 88.1% nationally.

Each teaching college actively seeks and implements advice from an industry advisory group, made up of industry representatives and other key stakeholders. Colleges also work closely with community and industry bodies to respond to specific training needs with innovative solutions. During course development for education and training programs, industry representation and engagement is sought through program reference groups which provide critical advice in defining the local ACT and region requirements.

The CIT website is a key tool for community engagement by being course oriented with enhanced navigation and an online feedback mechanism, as well as a frequently asked questions (FAQ) facility. Increasingly, the community is accessing the CIT Facebook page as a source of information and advice. CIT as an organisation, and individual staff members, connect at a professional level through LinkedIn, Google+ and Twitter.

CIT produces a range of free publications for the community:

– *cit.u* celebrates the life and diversity that is the CIT community, pulling together good news stories, events and celebrating student and staff achievements. It is available online, and in hard copy at all campuses, and circulated to schools and employers.

– *CIT Schools Newsletter* is sent to all high schools and secondary colleges in the region tri-annually. It includes information about relevant upcoming events and new courses within the schools community

– *Industry Connection* is CIT's quarterly e-publication, and the only whole-of-CIT publication for businesses in the ACT and region. *Industry Connection* showcases successful partnerships between CIT and industry facilitated through the knowledge, expertise and innovations of CIT staff and students and hands-on industry opportunities.

CIT contributes regularly to *The Chronicle* with an article of general interest for the community in a column called *Life lessons: Tips for everyday from CIT. The Chronicle* is Canberra and Queanbeyan's largest free weekly community newspaper bringing quality community news to local residents.

CIT values its links with the community and works to broaden them for the benefit of students and the whole community.

Examples of CIT's engagement with the community

CIT attended the 2013 Canberra CareersXpo on 31 July and 1 August as a major exhibitor. The event attracted over 8,000 visitors from the ACT

and surrounding region. CIT again facilitated the majority of Try-a-Trade activities at the event.

In August 2013, as part of Tertiary Open Day, CIT opened its Bruce campus to the ACT and regional community to visit and experience CIT facilities and vocational education and training opportunities. CIT Open Day kicked off four days of 2013 WorldSkills Regional competitions at CIT Bruce. CIT hosted most of the WorldSkills Regional competitions for trade skills testing apprentices in everything from hairdressing and bricklaying to restaurant services and electrical installations, with competitions also hosted as CIT Reid, CIT Fyshwick and CIT Bruce in September.

CIT floristry students decorated the Saint Saviour's Anglican Cathedral in Goulburn with Victorian-period floral designs as part of the city's 150th birthday celebrations on 6 March 2013.

Fashfest 2013, Canberra's hugely successful first-ever Fashion Week event, proved the talent of CIT students. Student work featured in the fashions on the runways, the event production and the artistic backdrops. Of the 27 design labels chosen to showcase their work at Fashfest, 18 were from past or present students and staff of CIT.

From 29 July to 2 August, CIT forensic science students participated in a live fire burn conducted in Gilgandra by Fire and Rescue NSW (FRNSW). The burn allowed collaboration between students and fire agencies, researchers and universities.

CIT had the best fundraising year yet for the St Vinnie's CEO Sleep out on 20 June. The Chief Executive (Acting) was joined by two senior staff members and raised over $5,500, which is close to triple their target.

Regular plant clinics and sales are held at CIT Bruce with plants prepared and advice given by the CIT horticulture students.

CIT made a contribution to the Floriade 2013 theme 'beautiful innovations' with Certificate III floristry students creating floral masterpieces around a pondscape, using potted and living plants on the glassed floor section in the Canberra Centre. CIT's Certificate II floristry students were also involved in the Passion for Fashion competition on the opening weekend of Floriade. The students had four hours to dress mannequins in fresh botanical gowns around the event theme.

In September, 14 CIT event students assisted at the Association of Australian Convention Bureau National Conference held at Hotel Realm in Barton. Students gained experience working on the registration desk, ushering, assisting with plenary and breakout sessions and assisting the MC and other speakers. This experience was a result of CIT's relationship with the Canberra Convention Bureau as part of the Centenary project.

The CIT Careers Advisors have a strong relationship with community groups within the ACT that assist in supporting a number of socially, financially and emotionally disadvantaged people to re-engage with training. Part of this process is to demonstrate how learning is flexible to meet an individual's needs and how financial and educational support can be provided.

The CIT Libraries, located on all CIT campuses, provide a supportive learning environment for all CIT students. Drop-in Learning Support has been popular at all CIT Libraries. Students have been able to access whichever CIT Library suits them, such as at the campus where they study, and/or near where they live or work.

CIT has strong relationships with migrant services and communities including Companion House, the Migrant and Refugee Settlement Service, Canberra Refugee Support and the Multicultural Youth Service. The resulting common client-base allows

for the coordinated flow of information to clients/students, which is essential for making education and information accessible to people of diverse backgrounds.

CIT implemented a pastoral care program to strengthen mental health for CIT Year 12 and Access 10 students. Additionally, CIT commenced offering a leadership group for CIT Year 12 students in 2013.

CIT Yurauna Centre delivered Aboriginal Mental Health First Aid in the ACT, South Coast and Nowra. This course teaches members of the public (18 years and over) how to assist an Aboriginal or Torres Strait Islander adult who is developing a mental health problem or in a mental health crisis.

The Canberra community was given the opportunity to experience the creative endeavours of 25 CIT students through CIT Momentum in November. An exhibition of the works of CIT's latest building design, interior design and architectural drafting graduates was on display for one week at Westfield Belconnen. Presented through static and moving displays, the installations were a retrospective of the work completed during the designers' graduating year and an opportunity to launch them into the industry.

In 2013, CIT partnered with the National Multicultural Festival to produce 300 aprons for event staff to wear at the 2014 festival. The aprons are an all-CIT production, including the screen printing of the Multicultural Festival logo on the aprons, which was done by CIT's visual arts students. The aprons are made by students studying English as a Second Language (ESL) at CIT and working towards their Certificate II in Clothing Production.

At the 2013 end-of-year charity event at CIT, staff were encouraged to donate gifts for the Barnados Christmas Appeal. All contributions were distributed to disadvantaged children and young people in Canberra at Christmas

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

Canberra Institute of Technology
cit.edu.au

B2 Internal and External Scrutiny

A total of nine audits reviewed the effectiveness and efficiency of CIT's operations during 2013. Of these, six were conducted by the CIT Audit and Review Team and three were conducted by external organisations, as outlined below.

The audits and reviews concerned:

1. Flex and leave
2. Financial processing
3. Corporate credit cards and cab charge e-tickets
4. Compliance with Education Services for Overseas Students (ESOS) Act 2000
5. Staff performance management
6. Business continuity
7. Tax review (external)
8. Invalid module enrolment (external)
9. Privacy (External).

The findings from each audit report were agreed by the CIT Board of Management and the CIT Audit Committee and recommendations are continually monitored through to their completion.

2013 Audits	Nature of Inquiry and Outcomes to date
Internal Audit Review of Flex and Leave	This review sought to find the extent to which the three recommendations of an internal audit conducted in August 2010 had been implemented, and to identify any further improvements. Of the three recommendations made in 2010, one has been implemented and two were found to be progressing. Further recommendations were made relating to raising staff awareness, clarifying and reinforcing compliance requirements, and improving guidelines.
Audit of Financial Processing	This audit reviewed purchasing, debtors, asset management, travel and accounts receivable. Progress on the recommendations from the 2012 audit was also reviewed. Recommendations were made relating to documentation of policy and procedure, increasing staff awareness and record keeping. Noted improvements included training on procurement, improved travel policy, and increased efficiency of processes for purchases under $2,000. All recommendations made in 2012, with the exception of one, have been completed.
Review of CIT Corporate Credit Cards and Cab-charge e tickets	The objectives of this audit were to review the level of compliance with policy and procedure for both credit cards and cab charge e tickets. Sound management was found for credit cards. Four recommendations were made for cab charge reconciliation relating to process improvement and clarification of responsibility. To date all recommendations have progressed.
Audit of CIT compliance with the Education Services for Overseas Students (ESOS) Act 2000	The audit objective tested compliance with the ESOS Act 2000, the National Code and the amendments made from the Knight Review, September 2011. Five recommendations were made relating to role clarity; policies; and monitoring and review. The majority of recommendations have now been completed. A further review has been scheduled for July 2014.

2013 Audits	Nature of Inquiry and Outcomes to date
Review of Performance Management	This review sought to better engage CIT staff in performance management and to advise on an electronic system for the purposes of HR planning, reporting and accountability.
	A range of focus groups were held with CIT staff and six recommendations were made that have been agreed to be implemented including: trialling a software package; streamlining all forms for ease of use; implementing a system based on six conversations between staff members and their supervisor throughout the year, so that there is continuing dialogue; and to ensure supervisors link performance to business planning and that staff are fully engaged in this process.
Review of CIT Business Continuity Plan	This review sought to update and streamline the current Business Continuity Plan and engage all directors and key senior managers in this refreshed initiative.
	A workshop with the executive and all senior staff was held to review what was required and it was identified that a Business Impact Assessment was required. A revised plan was prepared for the Board of Management approval. Testing of the plan is to be actioned during 2014.
Biennial Tax Review	This audit is an ACT Government requirement every two years. The objectives review Good and Services Tax; Fringe Benefits Tax; Pay as You Go; and Superannuation Guarantee. Because the majority of this is managed by Shared Services the recommendations are being led by SS in consultation with CIT. There were no significant findings and all risks were rated low, against the findings with five recommendations for improvement.
Invalid Module Enrolment (IME)	This external non-financial audit was conducted by the National Centre for Vocational Education and Research (NCVER). The purpose was to identify the risks associated with inaccurate reporting of student enrolment activity in the Vocational Education and Training (VET) sector.
	CIT responded by implementing a range of improvements including providing IME Audit Workshops to all teaching departments across CIT; updating policy definitions and requirements; improving systems and processes; and undertaking an ongoing communication strategy.
Privacy Audit	The Office of the Australian Information Commissioner conducted an audit with CIT in December 2013. The report is expected to be received by April 2014.
	The audit assessed CIT's compliance with Information Privacy Principles (IPP) 1-3, which concern student's personal information, and IPP 4, which covers the security and protection of student's electronically and physically stored personal information. The Office advised that preliminary findings identified no significant issues, pending the final report.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

Canberra Institute of Technology
cit.edu.au

B3 Legislative Assembly Committee Inquiries and Reports

There were two ACT Legislative Assembly committee inquiries relating to CIT in 2013:

- Standing Committee on Education, Training and Youth Affairs Report 1, *Report on Annual and Financial Reports 2011-2012*

- Select Committee on Estimates 2013-14 Report 1, *Inquiry into Appropriation Bill 2013-2014 and Appropriation (Office of the Legislative Assembly) Bill 2013-2014*.

Committee	Standing Committee on Education, Training and Youth Affairs
Report	Report 1 – Report on Annual and Financial Reports 2011–2012
Date Tabled	16 May 2013

Recommendation	**Recommendation 2** 3.8 The committee recommends that the Education and Training Directorate examine more closely the issues affecting teacher qualifications at CIT and the use of higher duties allowances in teaching appointments.	**Recommendation 3** 3.11 The committee recommends that CIT provide in its next and following annual reports a detailed account of its role in vocational education in the ACT, and matters related to internal administrative issues in CIT under review and subject to oversight by the Minister for Education and Training.
Government Response	**Noted** - The Director of CIT is responsible for CIT teaching staff in accordance with the *ACT Public Service Canberra Institute of Technology (Teaching Staff) Enterprise Agreement 2011-2013* and the *Canberra Institute of Technology Act 1987*. Formal qualifications and competencies are regulated through the Australian Skills Quality Authority. CIT teachers are supported to gain the minimum qualification of a Certificate IV in Teaching and Assessment, if they do not have it when they are engaged. CIT also has salary incentives to encourage teachers to gain higher level qualifications in adult education. CIT promotional positions require teachers to have the equivalent of a Certificate IV and Advanced Diploma of Adult Education and payment of higher duties allowance (HDA) requires evidence of appropriate qualifications and vocational competence and completion of an HDA checklist. Although the CIT Recruitment Team has been keeping copies of mandatory qualifications for some time, copies of mandatory qualifications must now accompany any HDA application. This process has also facilitated tracking of staff on higher duties to ensure it does not go over six months without an appropriate selection process being conducted.	**Agreed** - CIT's annual report complies with the Chief Minister's Annual Report Directions and includes comprehensive information regarding the provision of vocational education and training in the ACT. CIT will, where appropriate, report on internal administrative issues under review of the Minister for Education and Training. However, this commitment will be subject to the outcomes of the review of annual reports currently under way.

Implementation	CIT continues to ensure that all teachers on higher duties have the appropriate qualifications.	The 2013 Annual Report provides detailed information regarding CIT's role in the provision of vocational education in the ACT. There were no administrative matters under review and subject to oversight by the Minister for Education and Training during the reporting year.

Committee	Select Committee on Estimates 2013-2014	
Report	Report 1 Inquiry into Appropriation Bill 2013-2014 and Appropriation (Office of the Legislative Assembly) Bill 2013-2014	
Date Tabled	6 August 2013	
Recommendation	**Recommendation 113** The committee recommends that Canberra Institute of Technology (CIT) provide the assembly with an outline of the modelling that was done to determine the costs of CIT's graphic design course.	**Recommendation 114** The Committee recommends that Canberra Institute of Technology (CIT) provide the assembly with an outline of the modelling and consultation undertaken to determine which current CIT courses will move to full fee recovery.
Government Response	**Noted** - The model used to determine the price of the Diploma of Graphic Design is that of a 'fee-for-service' arrangement. Under this approach: estimates are made of all inputs to provide a product suitable for the market; student demand at certain price levels are estimated; and price relativities with competitors are considered. This is the same model as most private business would use to determine pricing of their products in an open market. It should be noted that CIT has been operating in the 'fee-for-service' market to varying degrees for at least the last 20 years.	**Noted** - CIT is developing its 2014 yearly offerings and one course may be considered for full fee recovery. CIT's process for determining full fee recovery courses is as the response to recommendation 113 and includes consultation with students, industry and government.
Implementation	Completed – This information has been provided.	CIT has moved one course to full-fee recovery as noted in the response. The consultation process for a 'fee-for-service' arrangement includes estimates of inputs, student demand, price relativities and market competitors.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

B4

Legislation Report

Canberra Institute of Technology is not responsible for any legislation under the Administrative Arrangements.

CIT is established by, and operates in accordance with, the *Canberra Institute of Technology Act 1987* (CIT Act). No amendments were made to the CIT Act during 2013.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

SECTION C
Legislative and Policy Based Reporting

Beautiful Innovations marked the 11th partnership year between the Canberra Centre and CIT's Certificate III in Floristry students for Floriade. The students' work was a whimsical interpretation of 'Lilyopticas, nymphs, fairies and winged creatures on a mystical pond'.

C1 Risk Management and Internal Audit

CIT's Audit Committee performs a key corporate governance role in providing independent, objective advice and assurance to the Chief Executive. This is expressed through the Audit Committee Charter of activities approved annually by the Chief Executive. The main functions of the Audit Committee defined by the Charter are to:

- oversee regular reports of CIT's strategic business risk and fraud and corruption control

- maintain effective internal audit and review capability

- comment on the effective management of strategic and operational and financial risk

- adopt appropriate accounting policies for its business activities

- maintain reliable management reporting systems

- comply with laws, regulations and reporting requirements.

The Audit Committee agendas are based on an annual program of work, falling from responsibilities documented in the Audit Committee Charter. After each meeting the Audit Committee Chair reports to the Chief Executive on significant matters that may affect the operation of CIT.

The Audit Committee comprises three independent members, two of whom are appointed by the Minister (chair and deputy), plus three internal CIT staff members, making a total of six positions. The CIT Corporate Services Director and a representative of the ACT Auditor-General's Office hold observer status. Each Audit Committee member is appointed for a period of two years, apart from the chair who is appointed for three years.

A representative group of Audit Committee members meet annually as a finance sub-committee, to review CIT's financial statements and provide assurance to the Chief Executive on the veracity of CIT's annual financial statements.

During 2013 a total of five meetings were held, one of which included the examination of CIT's annual financial statements by the finance sub-committee.

The membership and attendance of Audit Committee members at meetings as at 31 December 2013 is as follows:

Name of Member	Position	Duration	Meetings attended
Mr Kevin Patchell	Chair & Independent member	Full year	5 meetings
Dr Margo Wade	Deputy Chair & Independent member	Full year	5 meetings
Ms Robyn McClelland	Independent member	Full year	5 meetings
Mr Shane Kay	CIT member	Full year	5 meetings
Ms Leslie Ralph	CIT member	Completed 2 year term	1 meeting
Ms Rhonda Fuzzard	CIT member	Commenced membership April 2013	3 meetings
Dr Nicole Stenlake	CIT member	Full year	4 meetings
Mr David O'Toole	ACT Auditor-General's Office observer	Full year	2 meetings
Mr Karl Caig	CIT observer	Full year	4 meetings

CIT's risk management policy, guidelines and tools are based on the Australian/New Zealand Standard on Risk Management (ASNZS 4360:2004), and the ASNZS ISO31000: 2009, builds on this for risk management.

CIT's Strategic Business Risks and CIT Fraud and Corruption Control Plans are reviewed every two years. Strategies and controls are in place to manage the identified risks and are assigned to key executive members for management oversight and implementation.

CIT's emerging risks are reviewed continually and reported three times a year to the CIT Board of Management and the Audit Committee. These are identified through:

– the development and ongoing maintenance of the risk management plans, including fraud and corruption control and reporting

– regular discussions with the Board of Management and executive

– regular reporting as part of the internal Performance Audit and Review Program.

Internal audits and reviews conducted by CIT aim to promote improved practice and generate advice as to whether CIT is operating efficiently, effectively and in accordance with relevant laws and regulations.

Audits and reviews are undertaken by the Internal Audit and Review Team and by external contractors. This ensures there is balance of independent objectivity when providing advice to the Audit Committee and Chief Executive.

All internal audits and reviews are based on CIT's risks, which are mapped against CIT's Environmental Scan. Consultations are held with the executive team and directors to ensure CIT priority risks are considered as part of the final program. The final program has a broad range of audit coverage against the business risks and that appropriate action is taken to ensure all recommendations are monitored through to implementation, including those which are relevant to CIT from external audits, such as the ACT Auditor-General's Office.

A total of seven internal audits and reviews were completed in 2013. The progress of the program is reviewed at each Audit Committee meeting and the relevant findings and recommendations discussed as well as the progress of implementation. All audits and reviews during 2013 were completed on time and within budget.

Policies, procedures and charters are reviewed annually to ensure they are relevant, practical and that CIT adopts better practices as identified.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

C2

Fraud Prevention

Prevention strategies

CIT's fraud and corruption control strategies aim to build and support a compliance culture that focuses on CIT's outcomes and reflects:

- transparency and accountability
- the application of risk-based decision making
- a commitment to best practice.

CIT's Fraud and Corruption Framework ensures that CIT has a robust and reliable system in place to aid preventing, detecting, reporting and responding to fraud allegations throughout CIT.

The Fraud and Corruption Control Plan is an integral part of the framework that guides the management of fraud and corruption related activities and includes key elements such as:

- fraud and corruption policy statement and definition
- responsibilities for fraud control at CIT
- strategies, actions, prosecution
- Public Interest Disclosure Policy.

Strategies have been developed for detection and prevention, with mitigating strategies against the identified significant risks. Progress against these strategies is reported quarterly to the CIT Board of Management and to CIT's Audit Committee.

Both the plan and framework are updated every two years as a result of a risk assessment and as part of the fraud control planning process. The internal Audit and Review Team has also developed a manual which contains checklists to assist managers with fraud detection and prevention, and six monthly reminders are distributed to all staff on these strategies.

Number of reports and allegations of fraud or corruption received

There were no reports of fraud or corruption received during 2013.

There were no equipment losses due to theft in 2013.

Actions taken and outcomes of investigations

An allegation of misuse of CIT equipment for personal gain that was received in 2012 was investigated in 2013. The investigation revealed that a very small amount of CIT materials were misused for personal gain by a staff member. The staff member was counselled and the value of the materials was repaid.

For more information:

Chief Operating Officer
(02) 6207 3114

Canberra Institute of Technology
cit.edu.au

C3

Public Interest Disclosure

Procedures

CIT's Public Interest Disclosure (PID) Policy outlines the mechanisms for reporting possible wrongdoing at CIT or any ACT Government agency perpetrated by staff or persons engaged by or on behalf of CIT or other ACT Government agencies.

The policy includes the principles and processes for dealing with a disclosure, including:

- contact details of officers who can provide information and assistance

- information on the protection against reprisals available to the person making the disclosure

- the procedures for investigation, referral or decision not to investigate

- feedback to informants

- strategies if dissatisfied with the outcome of an investigation.

In addition to the policy, CIT promotes awareness through workshops and has also developed a brochure that outlines the key facts and elements of PID.

The policy is available on CIT's intranet.

Disclosures received

CIT did not receive any Public Interest Disclosures during 2013.

For more information:

Chief Operating Officer
(02) 6207 3114

C4

The object of the *Freedom of Information Act 1989* (the FOI Act) is to extend as far as possible the right of the Australian community and, in particular, the citizens of the ACT, to access information in the possession of the Territory by:

– making available to the public information about the operations of agencies and, in particular, ensuring that rules and practices affecting members of the public in their dealings with agencies are readily available to persons affected by those rules and practices

– creating a general right of access to information in documentary form in the possession of Ministers and agencies, limited only by exceptions and exemptions necessary for the protection of essential public interests and the private and business affairs of persons in respect of whom information is collected and held by agencies.

Section 7 Statement

Section 7 of the FOI Act requires CIT to prepare and publish a statement outlining its functions and decision-making powers, how members of the public participate in the work of the agency, the categories of documents available and facilities available to the public for accessing the documents. This statement is current at 31 December 2013.

Organisation, functions and powers

Canberra Institute of Technology is a statutory authority established under the *Canberra Institute of Technology Act 1987* (CIT Act). The decision-making powers of CIT are described in Section C5. The functions of CIT, as described in the CIT Act, are:

(a) to conduct, mainly in the ACT, an educational institution to foster excellence in study in the fields of technical and further education that the director, with the Minister's written approval, decides or the Minister requires;

(b) to provide courses and programs, and to use the facilities and resources of the Institute, to advance and develop knowledge and skill in the fields of technical and further education;

(c) to support industry and commerce, and to assist the development of industry and commerce and the community, in the ACT;

(d) to promote the development of community awareness and appreciation of technical and further education;

(e) to confer awards to people who have completed courses of studies at the Institute;

(f) to confer honorary awards;

(g) to consult and cooperate with other entities in relation to the provision of technical and further education;

(h) to make suitable financial arrangements with industry and commerce for the purposes of its functions under paragraphs (a) to (g); and

(i) to do anything incidental to its functions under (a) to (h).

Public participation in the work of CIT

Members on the public contribute to the work of CIT through:

– membership of various boards and committees including the CIT Council, Audit Committee, Academic Board, CIT Solutions Board and industry advisory groups

– participation in consultative groups for program design and review

– participation in a range of client consultative processes such as employer and student

surveys and industry specific surveys, and other activities such as the CIT Council industry events described in Section C5.

Categories of documents

Documents freely available on request and without charge

CIT's annual report and documents relating to programs and services offered (for example, CIT Course Guide and Student Information Guide) are available on the CIT website. Most of these are also available in hard copy free of charge, through CIT Student Services.

Records and documents which may be available under the Freedom of Information (FOI) Act include:

– records of committee and board meetings

– leases and deeds of agreement

– general administrative files.

Facilities for access

Members of the public who wish to obtain information are encouraged to seek access in the first instance by contacting CIT directly rather than seeking formal access under FOI legislation.

CIT's Freedom of Information Coordinator can be contacted on (02) 6207 3104.

Access to documents under the FOI Act can also be requested in person at Reception, Chief Executive's Office, First Floor E Block, CIT Reid between the hours of 9am to 5pm, Monday to Friday.

All CIT campuses have disabled access, are accessible by public transport and have reserved car parking designated for persons with a disability.

Written requests for documents under the FOI Act should be directed to:

Post: FOI Coordinator
CIT People and Organisational Governance
Canberra Institute of Technology
GPO Box 826
CANBERRA ACT 2601

Fax: (02) 6207 3392

Email: officeofthechiefexecutive@cit.edu.au

Delivery: Office of the Chief Executive
Canberra Institute of Technology
Cnr Constitution Ave and Coranderrk St,
Reid, ACT

Section 8 Statement

Under Section 8 of the *FOI Act 1989,* CIT is required to make available a list of documents CIT staff use when making decisions, such as policies, guidelines and manuals.

Copies of CIT student policies and associated procedures are available on the CIT website. The Student Information Guide covering responsibilities in the student environment, security, safety and emergencies and an A to Z guide of vital student information is available on the CIT website. All staff polices are available on the staff information site.

Hard copies of all documents may be obtained from the Chief Executive's Office, (02) 6207 3104.

Section 79 Statement

In accordance with section 79(2) of the FOI Act, CIT provides the following information regarding FOI requests received by CIT during 2013.

Freedom of Information Requests 2013	
Number of applications made	
– where full access to the documents was granted	0
– where access was refused to all documents	0
– where partial access to the documents was granted	4
Number of applications made for the review of decisions under Section 59	0
Number of applications made to the Tribunal for the review of decisions	0
Particulars of the total charges and application fees collected	0
The number of requests received to amend records under Section 48	0

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

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cit.edu.au

C5
Internal accountability

CIT Executive Members

In 2013, CIT underwent a major organisational restructure. Teaching centres were consolidated into four teaching colleges and a matrix model of management, made up of four divisions designed to provide leadership and support to the teaching colleges, was adopted. Members of the Executive Management Team have oversight of the four divisions, as described below.

The restructure took effect incrementally from 27 June 2013 and was fully implemented by 31 December 2013. The process was supported by significant staff consultation and a comprehensive communication strategy (more information about the restructure is in section A1).

The Executive Management Team for 2013 comprised[1]:

Chief Executive	Adrian Marron Jenny Dodd (Acting 1 March to 31 December)
Deputy Chief Executive *CIT Brand and Business Development & CIT Colleges* – CIT International and Business Support – CIT Marketing	Jenny Dodd
Chief Operating Officer *CIT Corporate Services* – CIT Business Support – CIT Corporate Finance – CIT Facilities – Shared Services ICT (CIT)	Shane Kay
Executive Director *CIT People and Organisational Governance* – CIT Audit and Review – CIT Government Relations – CIT Human Relations – CIT Teacher Education – CIT Yurauna Centre	Nicole Stenlake
General Manager *CIT Student and Academic Services* – CIT Education services – CIT Student Services – CIT Student Support – CIT Library and Learning Services	Carolyn Grayson
General Manager, CIT Solutions	Paul Ryan

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[1] Ian Drayton was Executive Director of Development until 17 May 2013.

CIT Functional Structure – 21 November 2013

Chief Executive

CIT Solutions

Chief Operating Officer

Executive Director

Deputy Chief Executive

General Manager

CIT Corporate Services

- CIT Corporate Finance
- CIT Business Support
- CIT Facilities
- Shared Services ICT (CIT)

CIT People & Organisational Governance

- CIT Yurauna Centre
- CIT Human Resources
- CIT Teacher Education
- CIT Audit & Review
- CIT Government Relations

CIT Colleges

CIT BUSINESS, TOURISM & ACCOUNTING
- CIT Accounting & Law
- CIT Management & Business
- CIT Business Administration
- CIT Tourism, Hospitality & Events

CIT COMMUNICATION
- CIT Communication, Media & Music
- CIT Adult Migrant English Program and CIT Skills for Education & Employment
- CIT English Language Centre & CIT English as a Second Language

CIT TRADE SKILLS & VOCATIONAL LEARNING
- CIT Automotive, Metals & Logistics
- CIT Plumbing
- CIT Electrical Trades
- CIT Construction
- CIT Culinary & Electronics
- CIT Foundation Skills & Access 10
- CIT Year 12

CIT TECHNOLOGY & DESIGN
- CIT Building & Spatial Information
- CIT Engineering & ICT Infrastructure
- CIT Horticulture & Floristry
- CIT Software, Library & Maths
- CIT Creative Industries
- CIT Design Industries
- CIT Hairdressing & Beauty Therapy

CIT HEALTH, COMMUNITY & SCIENCE
- CIT Health Sciences
- CIT Sport, Fitness & Wellbeing
- CIT Human Services
- CIT Children's Education & Care
- CIT Community Work
- CIT Forensic Science
- CIT Animal, Environmental & Laboratory Science

CIT Brand & Business Development

- CIT International & Business Support
- CIT Marketing

CIT Student & Academic Services

- CIT Student Services
- CIT Student Support
- CIT Library & Learning Services
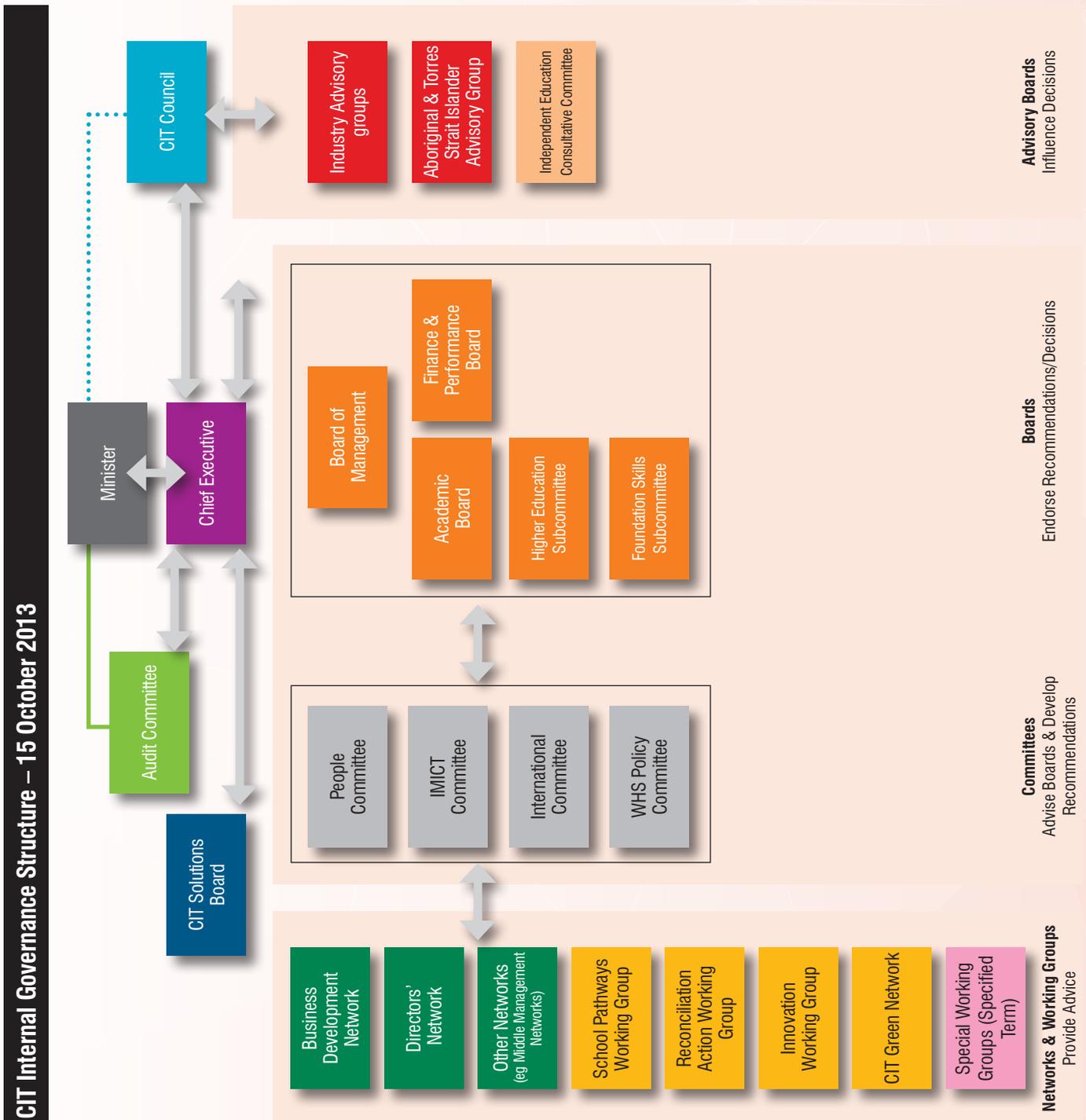- CIT Education Services

CIT internal governance

CIT's internal governance is made up of boards, committees, advisory groups and networks. Boards hold decision making powers and take advice from committees and advisory groups, and networks are for sharing information across CIT. The three CIT boards are described below.

The following diagram illustrates CIT's internal governance.

CIT Internal Governance Structure – 15 October 2013

- CIT Council
- Industry Advisory groups
- Aboriginal & Torres Strait Islander Advisory Group
- Independent Education Consultative Committee

Advisory Boards — Influence Decisions

- Minister
- Chief Executive
- Audit Committee
- CIT Solutions Board
- Board of Management
- Finance & Performance Board
- Academic Board
- Higher Education Subcommittee
- Foundation Skills Subcommittee

Boards — Endorse Recommendations/Decisions

- People Committee
- IMICT Committee
- International Committee
- WHS Policy Committee

Committees — Advise Boards & Develop Recommendations

- Business Development Network
- Directors' Network
- Other Networks (eg Middle Management Networks)
- School Pathways Working Group
- Reconciliation Action Working Group
- Innovation Working Group
- CIT Green Network
- Special Working Groups (Specified Term)

Networks & Working Groups — Provide Advice

Canberra Institute of Technology
cit.edu.au

Board of Management

The Board of Management is the key strategic direction-setting board at CIT. It provides advice to the Chief Executive to support decision-making, and is accountable for performance outcomes of CIT through the implementation of strategic, operational, educational, people and financial business plans and processes to support the Chief Executive to discharge his or her duties.

The Board of Management provides a forum for discussing activities of key national and ACT Government activities that affect CIT as well as reviewing CIT operational performance to inform strategic planning. The Board of Management also facilitates information flow and debate about significant opportunities and issues that impact CIT.

The Board of Management is accountable for ensuring that appropriate frameworks, delegations, policies and procedures are in place to support the delivery of CIT objectives.

The Board of Management is chaired by the CIT Chief Executive and membership includes the CIT Executive Management Team and four CIT college directors.

The Board of Management receives recommendations and advice from the Academic Board and Finance and Performance Board as well as the various CIT committees and advisory groups to inform decision making and planning.

Finance and Performance Board

The Finance and Performance Board is the decision-making board within CIT for providing financial and resource management leadership and advice, and has responsibility for monitoring overall CIT performance and making decisions in regard to CIT's financial and resource management in accordance with CIT need and regulatory frameworks.

The Finance and Performance Board provides a forum for information flow and debate about financial and resource management regulation and standards, VET reforms including national partnerships, client needs, and financial and resource management issues within CIT and VET sector. The Finance and Performance Board also provides advice on other matters referred to it by the Chief Executive or Board of Management.

The Finance and Performance Board is chaired by the Chief Operating Officer.

Academic Board

The Academic Board is the decision-making board within CIT for providing educational leadership and advice relating to educational direction, regulation, risk, governance, quality and standards, and educational performance.

The Academic Board provides a forum for information flow and debate about pedagogy, educational performance, regulation, an interconnected tertiary education environment, client needs and education issues within CIT and wider academic community.

The Academic Board also provides advice on other matters referred to it by the Chief Executive and the Board of Management.

The Academic Board is chaired by the Deputy Chief Executive.

Remuneration for executives

Section 10 of the *Remuneration Tribunal Act 1995* requires the tribunal to inquire into and determine the remuneration, allowances and other entitlements of those persons who are executives within the meaning of the *Public Sector Management Act 1994*, which includes all members of the CIT Executive Group.

CIT Audit Committee

The CIT Audit Committee comprises three independent members, two of which are appointed by the Minister for Education and Training (chair and deputy chair) and three CIT staff members. The CIT Director of Corporate Services, CIT Senior Manager of Audit and Review and a representative of the ACT Auditor-General's Office hold observer status. The chair is appointed for a period of three years and all other members are appointed for a period of two years. A representative group of Audit Committee members meet annually as a finance sub-committee, to review CIT's financial statements and provide assurance to the Chief Executive on the veracity of CIT's annual financial statements.

More information about the CIT Audit Committee is included in Section C1.

CIT Council

Role

The Canberra Institute of Technology Advisory Council (the Council) is established under the *Canberra Institute of Technology Act 1987* (CIT Act). In accordance with the CIT Act, the role of the Council is to provide advice to the Chief Executive on:

(a) the educational policies to be implemented in the institute

(b) the welfare of students at the institute and the management of the institute

(c) the development of relationships between the institute and the community

(d) the planning and programming of educational services to be provided by the institute and the financial policies for the institute.

The Council may also provide advice directly to the Minister. All members are appointed by the Minister for Education and Training for up to three years.

The Council does not have its own budget, but has access to funding through CIT, including access to independent professional or legal advice if requested.

Membership

The Council is made up of 12 members. Section 31 of the CIT Act sets out the criteria for membership as follows:

(a) one member who represents an organisation that represents the teaching staff

(b) one member who represents the student body

(c) seven members who represent the interests of industry and commerce

(d) two members, not representing the interests of industry or commerce, who have experience and knowledge relevant to the functions of the Council

(e) one member who has skills in and knowledge of vocational education and training.

In making appointments, the CIT Act requires the Minister to have regard to the balance of skills, expertise and gender among council members. The appointment and retirement of council members is set out in the CIT Act and the Legislation Act 2001. Before appointment, members are required to sign a Code of Conduct and Conflict of Interest Declaration.

Council members are not remunerated.

Details of members for 2013 are as follows:

Ms Kathy Kostyrko – (Chair)

Ms Kostyrko is the Director, Public Sector at Hays Recruitment, where she has national responsibility for their public sector business including working with clients in the Australian and state and territory governments, not-for-profit organisations and the

health and education sectors. She also presents to Hays clients and industry associations around Australia and New Zealand on HR and recruitment related topics. Ms Kostyrko sits on a number of boards and councils and is a member of the Australian Institute of Company Directors and the Australian Institute of Management.

Ms Christine Magner (Deputy Chair)

Ms Magner is a Management and Human Resources Consultant and has previously worked as the General Manager, Government for Noetic Solutions; as the Director Corporate Services and General Manager, Human Resources at the Australian Sports Commission; Manager HR and Manager Education for Aspect Computing; and the Executive Officer of Communications Information Technology and Printing Industry Training Advisory Board. Ms Magner has held a number of positions on Boards, including being the Chair of three Boards. She is a Certified Australian Human Resources Practitioner, a graduate and member of the Australian Institute of Company Directors, a member of the Australian Institute of Management and Women on Boards. Ms Magner has actively supported CIT since 1991, is a member on CIT Industry Advisory Groups and was awarded the CIT Honoured Friend Award in 2004.

Ms Lucy Baranovsky

Ms Baranovsky has completed a number of qualifications at CIT including the Year 10 Certificate, Certificate III in Animal Technology, Diploma of Animal Technology and the Advanced Diploma in Public Relations. She is a member of the CIT Student Advisory Council, has a strong interest in social justice and believes that all students deserve to be heard. Ms Baranovsky is planning to continue her studies at CIT in 2014 in a Certificate IV in Veterinary Nursing and is working as an Animal Care Technician at CIT Bruce.

Ms Tracey Dodimead

Ms Dodimead is a CIT hairdressing teacher who has worked in the hairdressing industry for 31 years, both as a business owner and an employee. She is the Recognition of Prior Learning (RPL) officer for hairdressing and has acted as a mentor for contract and casual teachers in her program area. In 2011, Ms Dodimead was the Vice President TAFE, Australian Education Union (ACT). Ms Dodimead resigned in April 2013.

Associate Professor Paul Dugdale

Associate Professor Dugdale is Director of Chronic Disease Management in the ACT Health Directorate, and Associate Professor of Public Health in the ANU Medical School. He is a director of the National Health Sciences Centre and Biomed North, and a previous director of Musica Viva Australia (all not-for-profit companies). He has longstanding interests in interdisciplinary education and research on health governance and policy, and is on the Advisory Committee for the CIT Centre for Health, Community and Wellbeing.

Ms Mary Hicks

Ms Hicks is an education and training expert who has represented employers' views in a range of high level Australian and overseas forums including the OECD and the ILO. She was previously the Director of Employment, Education and Training for the Australian Chamber of Commerce and Industry and now runs a consultancy business. Ms Hicks was the former Deputy Chair of the National Quality Council and provided advice to a range of agencies on diverse issues including employment, education and training, workforce development, skilled migration, Indigenous people and people with disability.

Mr Ken Hogg

Mr Hogg is the Managing Director of Mac1 Pty Ltd Australia. His connection with CIT began twenty years ago when he studied as an apprentice in pre-press printing. He is a keen sponsor of CIT, providing computers for major exhibitions in the graphic arts, technology and media programs, as well as prizes for student competitions and free computers for businesses that take on CIT graphic design students during work placements. Mr Hogg was awarded the CIT Honoured Friend Award in 2007.

Mr Peter McGrath

Mr McGrath is a solicitor with a background in property and the not for profit sector with a broad range of experience in general commercial law. Prior to being admitted as a solicitor, Mr McGrath was a property Valuer in Sydney and Canberra. From 1994 to 2005 he was a Director and then Chairman of Brumbies Rugby, and in 2005 was elected to the Board of the Australian Rugby Union becoming Chairman in 2007. In 2008 Mr McGrath was appointed to the Council and the Executive Committee of the International Rugby Board (IRB) until standing down in 2012. Mr McGrath is a Fellow of the Australian Property Institute, Fellow of the Australian Institute of Company Directors (AICD), Director of Daramalan College Limited, Director of the Physical Activity Foundation Limited, member of the ACT Divisional Council of the AICD and Partner of Griffin Legal in Canberra.

Mr Kevin Patchell

Mr Patchell has been a member of the CIT Council since 1997. He has held numerous senior executive roles in the Australian Tax Office over many years and has more recently worked in a number of senior consulting and management roles in both the private and public sectors. He has had a close association with Certified Practicing Accountants Australia holding a number of elected positions at both the national and local levels. Mr Patchell is the chair of the audit committees of CIT, the Office of Parliamentary Council, and the National Archives of Australia as well as the independent member of the audit committee of the Australian Institute of Criminology. Mr Patchell also chairs the board of CIT Solutions Pty Ltd.

Dr Peter Radoll

Dr Radoll is an Assistant Professor in Information Systems at University of Canberra, and a descendant of the Anaiwan people of northern NSW. He previously spent nine years working at Australian National University, with five years as Director of the Tjabal Indigenous Higher Education Centre. Dr Radoll holds a Doctor of Philosophy in Information Systems from the Australian National University. He has held numerous ministerial appointments and was the recipient of a number of awards, including the Australian National University Vice-Chancellor's Award for Reconciliation in 2011. Before going to university, Dr Radoll spent 11 years as a motor mechanic and holds a number of automotive qualifications including an automotive LPG license obtained in 1991 from ACT Institute of TAFE.

Mr Craig Robertson

Mr Robertson is the Head of Division, Industry Skills Division in the Department of Industry, Innovation, Science, Research and Tertiary Education leading policy and programs designed to support the skilling strategies for Australian industry. Mr Robertson has policy experience across the school and VET sectors as well as labour market policy and programs. He has also served on the Australian Qualifications Framework Council and on the VET sector's National Quality Council, and is the Chair of CIT's Accreditation Committee.

Ms Cindy Young

Ms Young has over 25 years experience in the hospitality and business events sector, including hotel management, and convention bureau sales. Ms Young was the General Manager of the National Convention Centre Canberra from 2007-2013 and recipient of the 2011 Australian Tourism Award for Business Tourism. Originally from the US, where she received a Bachelor of Arts from Virginia Polytechnic Institute and State University, Ms Young has been a Canberra resident since 1986. Recently retired, Ms Young remains active on the ACT Inclusion Council, the Industry Advisory Group for CIT Business & Communication College, as well as UN Women. A member of the CIT Council since 2009, Ms Young was named a CIT Honoured Friend in 2012. She is an avid dragon boater and long distance walker, completing the 800km Camino de Santiago in 2013.

Meeting attendance

Council members' meeting attendance during 2013 is shown in the following table:

Activities

The CIT Council held six main meetings throughout 2013. Further to this Council established a strategic sub-committee to oversight a review of governance of CIT and the role of the CIT Council. External consultants were engaged to conduct the review with a final report presented to Council in December 2013.

Throughout 2013 Council continued to raise its public profile with a dedicated space on the CIT website and the internal CIT staff information site and hosting a number of industry and staff events.

The Council sponsored dinner, *A Taste in Time*, showcased the talents of CIT chefs and the hospitality school and was attended by over 150 guests.

Following on from the breakfast series initiated in 2012, Council hosted a business breakfast in November, to get industry input into the development of CIT's strategic plan. The high level of engagement, at this well attended event,

	19 Feb	9 April	4 June	6 Aug	15 Oct	3 Dec
Lucy Baranovsky	Y	Y	Y	Y	A	Y
Tracey Dodimead	Y	A				
Paul Dugdale	Y	A	Y	A	Y	A
Mary Hicks	Y	Y	A	Y	A	Y
Ken Hogg	A	A	Y	A	A	A
Kathy Kostyrko	A	Y	Y	Y	Y	Y
Christine Magner	Y	Y	Y	Y	Y	Y
Peter McGrath	Y	Y	Y	Y	Y	Y
Kevin Patchell	Y	Y	Y	Y	Y	Y
Peter Radoll	Y	Y	Y	Y	A	A
Craig Robertson	A	A	Y	A	Y	Y
Cindy Young	Y	Y	A	A	Y	Y

Y = Attendance
A = Apology / Absent
Shading = Not a member at this time

generated a number of good ideas that were incorporated into the strategic plan.

Council also hosted a special afternoon/evening forum with Industry Advisory Group chairs from the old teaching centres to review the role of Industry Advisory Groups in the new structure. This resulted in revised terms of reference and strengthened partnerships between CIT Council, Colleges and Industry Advisory Groups.

Council members continued to be active on CIT Industry Advisory Groups and other internal CIT boards and committees.

The Council sponsored Honoured Friends Award was awarded to Ms Veronica Croome for services to CIT through the Centre for Community, Health and Wellbeing.

The Council sponsored Staff Achievement Awards, held annually in December features a Council Innovation Award established in 2012.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

Canberra Institute of Technology
cit.edu.au

C6 Human Resources Performance

CIT recognises the need for effective strategic positioning within the changing vocational education and training environment, with the progressive implementation of changes arising from the National Partnership Agreement on Skills Reform. These changes impact on the education market locally, nationally and internationally. For CIT to remain sustainable and competitive in these markets, it requires flexibility in its employment framework and its ability to meet the needs of the various external clients and stakeholders.

Delivering for the future

During 2013, CIT undertook major organisational restructuring (previously discussed in Section A1) to promote flexibility and responsiveness to marketplace changes, improved functionality of learning services and increased business efficiency and effectiveness.

This was accompanied by a parallel process examining organisational governance (as described in Section C5) which has seen the introduction of the CIT People Committee, reporting to the CIT Board of Management. The CIT People Committee involves managers from across CIT, staff and union representatives, and is chaired by the Executive Director, People and Organisational Governance. Its role is to provide input to, and support of, the development of CIT's people direction.

Supporting the move to its new organisational structure, which is a form of matrix structure (highlighted in Section A1), CIT engaged the services of an external executive coach to work with the co-directors of teaching colleges to establish protocols for how they would work together to organise their colleges and deliver on their accountabilities.

The ongoing work of the HR client liaison function with colleges and divisions lies in part in utilising the workforce planning tool to better plan the potential recruitment of staff in an attraction and retention environment of low turnover combined with an ageing of the workforce. Increasing qualification requirements for teaching roles also impact CIT's workforce.

In 2013, a CIT Human Resources Charter was developed which describes the commitment to supporting CIT employees and outlines the standard of human resource service expected. For CIT this means attaining the right balance between staff availability, capability, scale and cost. High quality coordinated human resource services were aligned with and responsive to changes in strategic direction. They support the needs of our colleges through high quality service in the core areas of CIT Recruitment, CIT Work Health and Safety, CIT Workforce Planning and Consultancy, CIT Employment Relations, and CIT Learning and Development.

Strengthening Organisational Resilience

A range of short and long term actions were implemented to ensure continued resilience in the context of an evolving vocational education and training sector and increased competition.

For example, greater focus was placed on staff health and wellbeing. Activities included:

- the introduction of a range of activities on a user-pays basis such as Weight Watchers, yoga and BootCamp, complemented by campus walking groups

- increased communication of resources available to staff feeling under pressure, such as the

Employee Assistance Program and involvement in RUOK Day activities

– promotion of a range of health initiatives including flu vaccinations, mini health checks, a health survey and a healthy breakfast

– the training and recruitment of an additional ten RED officers spread across CIT's four main campuses.

A range of leadership and management development activities were also introduced, including:

– refinement of the approach to, and rebranding of Chief Executive Leadership Forums, held on a quarterly basis for all members of the leadership and management team

– accredited learning programs such as the Diploma of Management or the CeLAMP program offered jointly with other Canberra tertiary education providers

– provision of an ACT Government-sponsored series of HR Masterclasses

– redevelopment of an online program in understanding bullying and its prevention, with a manager component in addition to the component for all staff

– provision of Mental Health First Aid Training for interested staff

– provision of workshops on matrix management

– access to a range of webinar programs on people management topics

– provision to a management essentials program of face-to-face workshops combined with individual coaching.

These activities have been supported by the:

– provision of a Client Service Liaison Model to give directors and managers relevant and timely HR information and to provide a better opportunity for CIT Human Resources to tailor its support through an understanding of the business

– sharing of the workforce planning tool to enhance managers' ability to access and update information relating to critical roles and critical staff, and shape their succession planning

– introduction of an online induction program for all new starters.

Sustaining community confidence

In 2013, CIT was again recognised as the ACT's Large Training Provider of the Year, endorsing the quality of the education and training that CIT provides and reflecting the skills of its teachers and education and training programs.

CIT also recognises the need for community confidence in its corporate governance. The move to a new structure provided an opportune time to examine CIT's governance arrangements, including the relationships teaching colleges have with industry. This has led to a revamped board and committee structure that has streamlined decision-making processes and strengthened CIT's ability to be agile in the current environment.

During 2013, increased focus has been placed on business continuity planning, better risk assessment and an active audit program of review. ACTIA risk assessment training has been promoted and attended by many managerial staff.

Working collaboratively

CIT is committed to pursuing forward-thinking partnerships with industry, the community, and government by stimulating collaborative approaches to industry development, actively engaging with community groups and increasing our ability to communicate and partner effectively with government. During 2013, CIT hosted or participated in a number of industry and community events and initiatives (see section B1); contributed to various community organisations through events and functions, for example, DonateLife Week; and continued its ongoing relationship with specialist employment agency, Advanced Personnel, for the placement of people with physical disabilities into the CIT workforce.

Enhancing skills and capabilities

As an educational institution, CIT takes seriously the business of skills development and enhancement for its workforce. This includes the delivery of full qualifications to teachers in training and assessment and vocational education. In addition there is extensive in-house training provided for teachers in areas such as:

- the updated Banner 8 student enrolment software, particularly in entry and management of their teaching load through the faculty load component

- refreshing and extending digital fluency in eLearn

- ensuring compliance requirements from changes in ASQA's approach are understood.

There has also been an increased focus on leadership and management development activities as outlined above. More detailed information on learning and development at CIT is provided in Section C8.

For more information:

Executive Director, People and Organisational Governance
(02) 6207 3133

Canberra Institute of Technology
cit.edu.au

C7

Staffing Profile

The following data reflects CIT staff information as at payday 4 December 2013.

FTE and Headcount

	Female	Male	Total
FTE	466.5	317.3	783.8
Headcount	629	382	1,011
% if Workforce	62.2%	37.8%	100%

Classifications

Classification Group	Female	Male	Total
Administrative Officers	181	39	220
Executive Officers	3	2	5
General Service Officers & equivalent	13	19	32
Professional Officers	19	4	23
Senior Officers	30	17	47
Technical Officers	9	19	28
VET Teacher Managers	33	15	48
VET Teachers	341	267	608
Total	**629**	**382**	**1,011**

Employment Category by Gender

Employment Category	Female	Male	Total
Casual	201	112	313
Permanent Full-time	251	187	438
Permanent Part-time	81	17	98
Temporary Full-time	58	55	113
Temporary Part-time	38	11	49
Total	**629**	**382**	**1,011**

C7 – Staffing Profile

Average Length of Service by Gender

	0-2	2-4	4-6	6-8	8-10	10-12	12-14	14+ years	Average Service
Female	148	79	123	63	60	42	38	76	7.3
Male	90	48	66	36	40	29	8	65	8.4
Total	**238**	**127**	**189**	**99**	**100**	**71**	**46**	**141**	**7.7**

Age Profile

Age Group	Female	Male	Total
<20	1	1	2
20-24	22	5	27
25-29	48	21	69
30-34	50	39	89
35-39	49	40	89
40-44	94	45	139
45-49	96	53	149
50-54	118	42	160
55-59	71	70	141
60-64	56	48	104
65-69	20	11	31
70+	4	7	11
Total	**629**	**382**	**1,011**

Agency Profile

College/Division	FTE	Headcount
CIT Brand and Business Development	14.4	16
CIT Business, Tourism and Accounting	65.8	97
CIT Chief Executive's Office	3.0	3
CIT Communication	75.5	109
CIT Corporate Services	64.1	67
CIT Health, Community and Science	114.3	190
CIT People and Organisational Governance	39.3	45
CIT Student and Academic Services	137.1	149
CIT Technology and Design	112.9	160
CIT Trade Skills and Vocational Learning	157.3	175
Total	**783.8**	**1,011**

Agency Profile by Employment Type

College/Division	Permanent	Temporary	Casual
CIT Brand and Business Development	13	3	0
CIT Business, Tourism and Accounting	35	15	47
CIT Chief Executive's Office	1	2	0
CIT Communication	46	16	47
CIT Corporate Services	57	10	0
CIT Health, Community and Science	74	24	92
CIT People and Organisational Governance	31	9	5
CIT Student and Academic Services	115	28	6
CIT Technology and Design	86	18	56
CIT Trade Skills and Vocational Learning	78	37	60
Total	**536**	**162**	**313**

Equity and Workplace Diversity

	A	B	C		
	Aboriginal and/or Torres Strait Islander	Culturally & Linguistically Diverse	People with a disability	Employees who identified in A, B or C*	Women
Headcount	19	170	25	209	629
% of Total Staff	1.9%	16.8%	2.5%	20.7%	62.2%

*NB: employees who identify in more than one equity and diversity category are only counted once.

For more information:

Chief Operating Officer
(02) 6207 3114

C8 Learning and Development

CIT supports staff capability, skills and knowledge development by providing opportunities and resources for ongoing professional development embedded in a learning organisation framework.

As part of the ACT Government, CIT must ensure that learning includes:

- compulsory learning programs
- professional development aligned with organisational goals
- skills and knowledge development for colleges and divisions
- individual professional learning needs.

Compulsory learning programs

The ACT Government is increasingly concerned that core information, skills, knowledge and awareness is raised and maintained by all employees in a number of significant areas to ensure that compliance with government policies is observed. Since 2012 all CIT staff members are required to complete the bullying awareness and prevention online training. In 2013, almost all of CIT staff had completed this online training.

CIT management development programs

CIT understands that effective management is the key to success for any business operation. Critical to this success is the ability to examine the market place and its environment and create opportunities that generate growth and profit for the business of CIT. CIT Human Resources ran a series of pilot management programs to assist in the development of CIT managers. The projects included:

- **Management Simplified** is a three-stepped webinar-based program designed to develop practical skill, tools and techniques to make managing employees easier. Each step focuses on different skills required for managers and emerging leaders. In 2013, 40 employees participated in this program.

- CIT Human Resources together with CIT Business offered a tailored development opportunity for CIT employees to gain the nationally-recognised qualification **Diploma in Management**. This course covered managing budgets and financial plans, people performance, projects, risk, and a workplace learning environment, facilitate continuous improvement, ensure team effectiveness, and show leadership in the workplace. In 2013, 14 employees participated in this course.

- **Ce-Lamp** (Canberra Emerging Leaders and Management Program) is a program offered jointly by ANU, the University of Canberra, ADFA and CIT. It builds on the program developed by LH Martin Institute as an online resource for new and aspiring managers in the tertiary education sector. Ce-Lamp provides module workshops and mid-module catch-up to build a learning network of staff across the tertiary institutions. It is reflective of the knowledge and skills necessary for effective institutional management and leadership in challenging times. In 2013, five employees commenced the program with three employees completing.

Professional Development for Managers

Professional Development for Managers ran as a series of workshops combined with one-on-one coaching facilitated by an external provider. The workshops focused on particular management skill sets including communication skills, performance

management, management and leadership, presentation and meeting skills, and people support strategies. Ten managers participated in 2013.

Chief Executive Leadership Forums

The Chief Executive Leadership Forums provide authentic opportunities for managers to address learning opportunities in a group setting, in conjunction with being abreast of CIT's direction through executive updates. There were four forums held in 2013. The learning components of the forum address strategic issues for CIT and are facilitated by external providers. Approximately 90 participants attend each forum.

Management related initiatives

CIT also provided Me@Work Management Resources (personal folders containing guides and reference material), commenced development of an online HR Learning Library, developed CIT Induction for Leaders and Managers and held Lunchtime Forums, eg. Dr Tim Baker Presentation, 'Better Performance Conversations'.

Other learning programs offered

CIT employees accessed a range of learning opportunities during 2013. Some of these were made available through the ACT PS Training Calendar or through external conferences and events, or brought in-house.

These programs have included the training of an additional 14 RED contact officers and 45 employees participating in programs on Mental Health First Aid. These have been supplemented by blended learning opportunities on aspects of the student management system, to support the new online induction program and to assist some staff in completing the bullying awareness and prevention program.

Whole of Government Initiatives

Initiative	No. of participants
ACTPS Graduate Program (2013 program)	0
Young Professionals' Network	N/A
Future Leaders Program	0
Executive Development Program	0
PSM Program	N/A
Sponsored Training for First-time and Front-line Managers	0
Study Assistance	10

In 2013, the Young Professionals Network activities and Public Sector Management Program were not coordinated; there is no data to report in these fields.

Teacher professional development

CIT supports the educational development of its teaching workforce through structured formal programs as well as a range of informal workshops, one-on-one tuition, individual support, contextualised delivery to teams and the opportunity for recognition of prior learning (RPL). CIT is focused on quality teaching and learning and adheres to the qualification requirements that are determined by the NSSC and regulated by ASQA, and in the case of higher education TEQSA.

To meet these qualification requirements in 2013, CIT delivered the following programs to CIT teachers:

- **Certificate IV in Training and Assessment**
  – This is the minimum qualification required for CIT teaching staff and approximately 400 CIT

teachers upgraded to the current version or completed this qualification during 2013.

– **Diploma of Vocational Education and Training** – This is a new qualification implemented in June 2012 which bridges the Certificate IV and the new Advanced Diploma of Adult Learning and Development which commenced in 2013. Twenty-three CIT teachers completed the diploma in 2013.

– **Advanced Diploma of Adult Vocational Education** – Completion of this qualification (or an equivalent qualification) is required to enable CIT teaching staff to increment from Teacher Band 1.6 to Teacher Band 1.7. This qualification is also required for Senior Teaching Posts, Advanced Skills Teachers and any promotional teaching positions above this level. In 2013, 10 CIT teachers completed this qualification.

In addition to the formal programs listed above, a range of other professional development opportunities were provided via workshops, online Adobe Connect sessions and individual and team learning and support. CIT went through significant structural change in 2013, along with the changes in the national VET environment. To accommodate the new working environment and VET context, CIT focused on enhancing the learning and development opportunities for all program areas. This was achieved by partially embedding CIT Teacher Education with program areas across CIT's

campuses through team meetings, smaller team workshops and forums. Other examples include:

– comprehensive training around online learning technologies and strategies with a strong focus on CIT eLearn. This training included several workshops conducted by CIT, looking at new capabilities within the online platform, online facilitation technique workshops, and designing eLearn courses, attended by both CIT and other education institution staff

– assessment and validation practices and requirements were delivered through small lunchtime workshops, and CIT Teacher Education staff attended team meetings across CIT to help develop the specific needs of different teaching areas

– tailored qualification based assessment and validation workshops were delivered to teams across CIT

– collaborative workshops with CIT Education Design and Technology promoting assessment practices through eLearn

– language, literacy and numeracy (LLN) workshops covering the unit of competency TAELLN401A, providing strategies, support and understanding of LLN issues

– Skills Recognition workshops to delivering best practice and strategies to promote recognition of prior learning (RPL) and credit transfer across CIT.

For more information:
Executive Director, People and Organisational Governance
(02) 6207 3133

C9 Workplace Health and Safety

CIT implemented its Workplace Health and Safety Strategy 2012-2015 in 2012. As part of this strategy, CIT has adopted a continuous improvement approach to its Workplace Health and Safety Management Systems (WHSMS).

CIT has improved the following areas in 2013:

– development and implementation of due diligence checklists, to assist staff to meet their obligations

– Workplace Health and Safety (WHS) e-learning induction program for all new starters and current staff at CIT. CIT Learning and Development has also developed a new managers induction, which includes information on WHS, due diligence and return to work requirements and how to implement these requirements

– ongoing education and guidance to our staff to assist with identifying and implementing early intervention strategies

– ongoing external audits of our WHSMS to ensure compliance, best practice and continuous improvement is implemented and maintained within CIT

– all of CIT being smoke free from 1 January 2014.

Case management

All CIT compensable and non-compensable cases were integrated into the Chief Minister and Treasury Directorate, Injury Management and Safety Team for ongoing case management in October 2013.

Worker consultation

CIT currently has a total of 29 trained health and safety representatives across all its campuses. Staff were elected in 2010 by employees within a designated workgroup to undertake this role for a period of three years. All CIT health and safety representatives were provided with training and support to undertake their role.

Health and safety representatives attended quarterly Workplace Health and Safety Committee meetings which are based on each of the major campuses. These committees were chaired by college directors which ensured management involvement, understanding and responsibility for workplace health and safety matters across CIT.

Two health and safety representatives were nominated by each of the campus based Workplace Safety Committees to attend the CIT Work Safety Policy Committee. The Policy Committee was chaired by the Chief Operating Officer and had responsibility for the oversight of workplace health and safety initiatives and policy across CIT. The Policy Committee has an advisory role to the Chief Executive and Board of Management and includes representation from management and unions.

Health, safety and wellbeing initiatives/programs

CIT implemented a number of health and safety initiatives during 2013. These included:

– updating, developing and implementing work, health and safety policies and procedures

– provision of an Employee Assistance Program

– initial/refresher training of health and safety representatives

– initial/refresher training of first aid officers

– ongoing continuous improvement of Risk Registers

– risk assessments of corporate events such as CIT Open Day, graduation ceremony, staff awards day

- ongoing health and wellbeing activities including bootcamp, yoga, walking groups and Weight Watchers at work

- ongoing ergonomic/workstation assessments

- stretch-break software for at-risk staff

- ongoing promotion of work, health and safety which included a healthy breakfast for staff at each CIT campus

- introduction of healthyBYTEs on a fortnightly basis to inform staff of upcoming health and wellbeing events

- influenza vaccinations

- mini health checks

- eyesight testing

- access to gymnasiums at selected CIT campuses

- ongoing safetyBYTEs to all staff on workplace health and safety matters

- five and 10 day away follow-up with staff and relevant managers

- improvement of all workplace health and safety information and resources on the CIT Staff Information System.

Reporting requirements under Work Safety Act 2011

During 2013 one improvement notice was issued by Worksafe ACT. This was in relation to an incident where a staff member sustained a mild electrical shock. Subsequent investigation identified that the shock was due to a voltage of less than 50V. CIT has since implemented several improvements including the training of facilities staff.

Serious events

Section 38 of the *Work Safety Act 2011* outlines conditions under which a serious event at or near the workplace must be reported to Work Safe ACT. During 2013, CIT was required to notify five incidents under Section 38.

Injury prevention and management targets

The following tables represent CIT's performance against the injury management and prevention targets for the ACT Public Service.

Target 1 – a reduction of at least 20% in the number of worker fatalities due to injury.

There were no fatalities during 2013.

Target 2 – a reduction of at least 30% in the incidence rate of claims resulting in one or more weeks off work

Canberra Institute of Technology	Baseline (Avg FY 09-12)	2012-13	2013-14
CIT # new 5 day claims	5.3	8	0*
CIT rate per 1000 employees	6.40	10.51	0.00*
CIT Target 2	6.40	6.21	6.02
ACTPS #new 5 day claims	305.0	323	92
ACTPS rate per 1000 employees	15.69	16.35	4.53
ACTPS Target 2	15.69	15.22	14.75

* data from 1 July to 31 December 2013.

Target 3 – a reduction of at least 30% in the incidence rate of claims for musculoskeletal disorders resulting in one or more weeks off work

Canberra Institute of Technology	Baseline (Avg FY 09-12)	2012-13	2013-14
CIT # new 5 day MSK claims	2.0	1	0*
CIT MSK rate per 1000 employees	2.40	1.31	0.00*
CIT Target 3	2.40	2.33	2.26
ACTPS #new 5 day MSK claims	154.7	163	51
ACTPS MSK rate per 1000 employees	7.96	8.25	2.51
ACTPS Target 3	7.96	7.72	7.48

* data from 1 July to 31 December 2013.

For more information:

Chief Operating Officer

(02) 6207 3114

C10

Workplace Relations

Teaching staff at CIT are covered by the *ACT Public Service Canberra Institute of Technology (Teaching Staff) Enterprise Agreement 2011-2013*. General staff are covered by the *ACT Public Service Canberra Institute of Technology Enterprise Agreement 2011-2013*.

The following tables outline Special Employment Arrangements (SEAs) and Australian Workplace Agreements (AWAs) that were in place during 2013.

Special Employment Arrangements	No. of Individual SEAs A	No. of Group SEAs B	Total employees covered by Group SEAs C	TOTAL (A+C)
Number of SEAs as at 18 December 2013	2	0	0	2
Number of SEAs entered into during period	0	0	0	0
Number of SEAs terminated during period	0	0	0	0
The number of SEAs providing for privately plated vehicles as at 18 December 2013	0	0	0	0
Number of SEAs for employees who have transferred from AWAs during period	0	0	0	0

Australian Workplace Agreements	No. of Individual AWAs A	No. of Group AWAs B	Total employees covered by Group AWAs C	TOTAL (A+C)
Number of AWAs as at 18 December 2013	0	0	0	0
Number of AWAs terminated/lapsed (including formal termination and those that have lapsed due to staff departures)	1	0	0	1

	Classification Range	Remuneration as at 18 December 2013
Individual and Group SEAs	SOC - SOA	$104,809 - $135,853
AWAs (includes AWAs ceased during period)	SOA	$137,208

For more information:

Chief Operating Officer
(02) 6207 3114

C11

Human Rights Act 2004

The ACT was the first jurisdiction in Australia to enact human rights legislation with the *Human Rights Act 2004* taking effect on 1 July 2004. The Act provides an explicit statutory basis for respecting, protecting and promoting civil and political rights. CIT is committed to ensuring the human rights of all its students and staff.

CIT's *Equity and Diversity Strategy 2009-2013* sets out the vision and commitment to valuing the differences among employees and ensuring that all CIT staff have fair access to opportunities.

A Reconciliation Action Plan for Aboriginal and Torres Strait Islander people (RAP) was launched in August 2012 and is regularly monitored by the CIT RAP Working Group.

CIT staff positions of an equity officer, migrant and refugee support officers, and three disability education advisors and two permanent disability support workers demonstrates CIT's commitment to its responsibilities with regard to human rights and anti-discrimination. RED contact officers are also available to staff to provide information and raise awareness about bullying, harassment and discrimination.

Human Rights training for staff and students

CIT Yurauna Centre delivered Aboriginal and Torres Strait Islander cultural awareness training to CIT staff and students. Training for staff and students is also provided by the student support team whose work is underpinned by human rights and anti-discrimination concerns. Training provided by the student support services team during 2013 included workshops on anti-discrimination; gender inclusiveness; and respectful and culturally appropriate behaviours. The Migrant Support Unit also provided training seminars on cultural competence and sensitivity. All staff were required to complete an online bullying awareness training program.

Internal dissemination of Human Rights information

CIT policies and procedures are designed to provide staff and students with a learning and work environment which is supportive, respectful, meets diverse needs and protects health and safety. Compliance with the *Human Rights Act 2004* is referenced in many of the CIT student and staff policies. Policy reviews include ensuring that policies are in keeping with the requirements of the *Human Rights Act 2004*.

Access to information on a range of human rights topics is made available to all CIT staff through Conversations with Student Support, an internal online service utilising CIT microBYTEs. Relevant topics covered in 2013 included discrimination and the gender spectrum, diversity and our new anti-discrimination bill, disability disclosure, and teacher responsibility.

Liaison with Human Rights, Coordination and Scrutiny Group

CIT had no cause to liaise with the Human Rights, Coordination and Scrutiny Group.

Litigation

A complaint of unlawful discrimination on the grounds of race in the area of education and alleged victimisation by a CIT staff member was lodged with the Human Rights Commission. The ACT Human Rights and Discrimination Commissioner closed the complaint in accordance with subsection 78(2)(c)(iv) of the *Human Rights*

Commission Act 2005 on the grounds that the Commission was satisfied that the complaint lacked substance.

In accordance with section 53A of the Human Rights Commission Act 2005, which states that the Commission must refer a complaint to the Australian Capital Territory Civil and Administrative Tribunal (ACAT) if a person who has been given a discrimination referral statement requests the Commissioner to do so, the complaint was referred to ACAT.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

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C12

Strategic Bushfire Management Plan

CIT has an evacuation plan for bushfire management as required by the Emergency Services Agency. This plan is only related to and required for CIT Bruce. The Bushfire/Local Disaster Evacuation Plan can be found on CIT's intranet in the *Emergency Procedures all Campuses* document.

For more information:
Chief Operating Officer
(02) 6207 3114

C13 Strategic Asset Management

Assets managed

CIT manages land and building assets with a land area of 47.25ha, a total floor area of 134,574m^2 and a total value of $203.985 million.

CIT's infrastructure assets are located on four operational campuses:

- Reid
- Bruce
- Woden
- Fyshwick Trade Skills Centre.

Additional assets include:

- Gungahlin Learning Centre
- Tuggeranong Learning Centre (leased asset)
- Sutton Road Training Facility
- Watson campus, sub-leased to Academy of Interactive Entertainment
- Monterey Student Residences
- Woden Childcare Centre.

The infrastructure assets comprise a diverse range of buildings, grounds and building services of varying age and condition. They range from the first building on CIT Reid constructed in 1960 to the Learning Centre at Gungahlin Town Centre completed in early 2011. CIT buildings incorporate a mix of function types including specialist facilities, workshops, general-purpose classrooms and ancillary office areas. The average age of all CIT buildings is 32 years.

No new buildings were added to the asset register during 2013. As at 31 December 2013, CIT had only its Watson campus nominated as surplus property.

The CIT vehicle fleet consists of 31 passenger vehicles.

Asset maintenance and upgrade

CIT conducts ongoing condition audits and the results are incorporated in CIT's Capital Upgrades and Minor New Works programs.

Minor works undertaken outside the capital works program totaled $92,000. Expenditure on repairs and maintenance was $2.0 million. No audits were carried out on CIT properties during 2013.

Asset utilisation

Because of the diverse nature of operations throughout CIT, most buildings have multiple usage including classrooms, specialist teaching rooms (workshops, laboratories, etc), support areas (stores, preparation rooms) and offices.

CIT undertakes comparisons of utilisation rates with similar state and territory educational institutions on an annual basis.

The dynamic nature of CIT functions makes it difficult to determine the exact quantum of office space and usage at any one time. Utilisation of office space is always close to 100% as office space is created or removed, subject to demand.

CIT's space allocation rate for office accommodation is estimated to be approximately 13m^2 of floor space per office employee, which is more efficient than the ACT Government's target rate of 15m^2 per employee.

For more information:
Chief Operating Officer
(02) 6207 3114

C14

In 2013 CIT carried out a range of Capital Upgrade and Minor Works projects undertaken to enhance education delivery, equipment replacement and software upgrading. No major capital works projects were carried out in 2013.

Completed projects

During 2013, the following projects were completed:

Capital upgrades

– A block Lift CIT Bruce.

– Stairways D block CIT Reid.

– Building management system CIT Bruce.

– Heating system CIT Fyshwick.

– Cooling and ventilation D block CIT Reid.

– Cooling and ventilation F and G blocks CIT Reid.

– Cooling and ventilation CIT Woden.

– Equipment for Nursing.

– Equipment for Creative Industries.

– Tooling for Fitting and Machining.

– Equipment for Health Sciences.

Minor works

– Roof safety anchorage points CIT Reid.

– Installation of energy efficient lighting at CIT Woden and CIT Reid.

– Refurbishment of classrooms B103 and B205 CIT Reid.

– Installation of co-generation plant at CIT Fyshwick.

– High risk training dogging crane.

– Horticulture eLearn audio visual package.

– Children's playroom and outdoor playground equipment.

– Electrotechnology online learning.

– Electrotechnology natural refrigerant equipment and tools.

– Earth moving equipment.

Works still in progress at year end

CIT has no outstanding capital works still in progress.

Feasibility studies

CIT commenced a feasibility study in 2013 to establish how VET delivery can be improved in south Canberra. The outcomes of the study will inform future infrastructure development in south Canberra districts

Statement of Capital Works Income and Expenditure

Project	Original Project Value	Revised Project Value	Prior Years	
			Prior Year's Expenditure	Prior Year's Financing
NEW WORKS and WORKS IN PROGRESS				
ACT Capital Upgrades 2013-14	2,394	2,394	0	0
Total New Works	**2,394**	**2,394**	**0**	**0**
COMPLETED PROJECTS				
New Tuggeranong Learning Centre - Design	700	700	383	393
ACT Capital Upgrades 2012-13	2,336	2,336	153	184
Total Completed Projects	**3,036**	**3,036**	**536**	**577**
GRAND TOTAL	**5,430**	**5,430**	**536**	**577**

Statement of Capital Works Income and Expenditure – continued

Current Year				Total Financing to date	Total Expenditure to Date	Completion Date	
Budgeted Financing	Revised Financing	Budgeted Expenditure	Actual Expenditure			Original	Revised
800	645	800	803	645	803	Jun 14	Jun 14
800	**645**	**800**	**803**	**645**	**803**		
317	307	317	317	700	700	Jun 13	Jan 13
2,082	2,045	2,183	2,135	2,336	2,288	Jun 13	Jun 13
2,399	**2,352**	**2,500**	**2,452**	**3,036**	**2,988**		
3,199	**2,997**	**3,300**	**3,255**	**3,681**	**3,791**		

CIT 2013 Capital Works Program Reconciliations

Reconciliation of Total Current Year Financing	
Total Current Year Capital Works Financing	2,997
Add: Financing of other Assets (outside capital works)	2,118
Capital Injection from Government per Cash Flow Statement	**5,115**
Reconciliation of Total Current Year Actual Expenditure – against financing	
Total Current Year Capital Works Expenditure	3,255
Add: Asset purchases outside of capital works program funded by capital injection	2,118
Less: Previous Year expenditure funded by current year capital injection	-258
Capital Injection from Government per Cash Flow Statement	**5,115**
Reconciliation of Total Current Year Actual Expenditure	
Total Current Year Capital Works Expenditure	3,255
Add: Capital Works Expenditure expensed on the operating statement	256
Add: Asset purchases outside of capital works program	441
Purchase of Property Plant and Equipment as per Cash Flow Statement	**3,952**

For more information:
Chief Operating Officer
(02) 6207 3114

C15
Government Contracting

Procurement processes within CIT comply with the procurement legislative framework including the *Government Procurement Act 2001, Government Procurement Regulation 2007* and subordinate guidelines and circulars. Under whole-of-government procurement arrangements, Shared Services Procurement continues to provide advice and support in relation to procurement and contract management issues, and undertakes higher value procurement activities on behalf of CIT.

CIT engaged external organisations and individuals to undertake a range of services during 2014. The contracting of these external parties occurred for the following reasons: the need for specialist skills and services, the lack of suitable in-house resources, and the need for independent review or facilitation.

Details of individual contracts with expenditure of greater than $25,000 during 2013 are listed below. Expenditure over $20,000 for external sources of labour and services was incurred in 30 contracts, totalling $7,712,734.06.

The largest expenditure item was for CIT's document and printing solution ($2,335,233.97) with other large expenditure items including cleaning at CIT Reid ($1,010,104.03) and CIT Bruce ($811,665.54) and electrical, mechanical and general building maintenance across all sites ($473,251.71).

The processes used to select and manage the various consultancies and contractor services were consistent with the ACT Government procurement guidelines and circulars. CIT continues to be responsible for the management of contracts and ensures that these obligations are met and that incidents of non-compliance by contractors are followed up by the nominated agency officer.

External sources of labour and services

No	Contractor	Description	2013 Expenditure	Date
1.	A.E. Atherton and Sons Pty Ltd	Purchase of sterilizer	$81,718.99	27/03/2013
2.	ACT Boiler & Burner	Provision of boiler and burner maintenance	$56,255.37	26/02/2005
3.	Air Plant Sales	Panel of contractors for electrical, mechanical and general building maintenance services	$473,251.71	15/12/2009
4.	A-Line Electrical Solutions	Panel of contractors for electrical, mechanical and general maintenance services	$165,316.99	17/12/2009
5.	Allied Educational Services PTY LTD Trading as Pivot Point Australia	Hairdressing products	$140,615.95	14/01/2013
6.	Athlegen Pty Ltd	Purchase of electric massage tables	$34,720.00	6/11/2012
7.	Con Spyropoulos	Provision of grounds maintenance for all CIT campuses	$243,155.00	17/12/2009
8.	Custom Security Services	Security services	$93,382.49	17/02/2010
9.	E Palic and L Palic Trading as Palic's Maintenance Services	Panel - electrical, mechanical and general maintenance services	$187,836.78	15/12/2009
10.	Fuji Xerox Australia Pty Ltd	Production of document reproduction equipment and services	$2,335,233.97	25/01/2008
11.	Gibson & Harriden Construction	Provision of general building maintenance	$79,713.87	12/07/2010
12.	Hirotec Maintenance Pty Ltd	Provision of fire protection equipment services	$132,474.69	10/01/2013
13.	Lec Safe Australia Pty Ltd	Provision of testing and tagging services	$52,733.99	22/10/2012
14.	Leopold Mlakar Trading as Rapid Paints Australia	Delivery, installation and removal of CIT internal and external signage	$28,673.70	22/07/2010
15.	Millswest Plumbing	Provision of plumbing maintenance	$174,726.00	30/05/2007
16.	National Cleaning Services Australia Pty Ltd	Provision of cleaning services to CIT Woden	$262,606.35	24/07/2013
17.	National Cleaning Services Australia Pty Ltd	Provision of cleaning services to CIT Fyshwick	$208,993.19	10/01/2013
18.	National Cleaning Services Australia Pty Ltd	Provision of cleaning services to CIT Bruce	$811,665.54	5/04/2012
19.	National Cleaning Services Australia Pty Ltd	Cleaning services for Monterey Apartments and Bowman House	$33,583.45	22/08/2009
20.	National Cleaning Services Australia Pty Ltd	Provision of cleaning services at CIT Reid	$1,010,104.03	1/01/2009

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External sources of labour and services – continued

No	Contractor	Description	2013 Expenditure	Date
21.	NetSpot Pty Ltd	Online learning environment and digital learning	$42,229.00	24/08/2009
22.	PFD Food Services Pty Ltd	Provision of dry goods	$32,744.55	22/06/2010
23.	Rallcom Pty Ltd Trading as Regional Wholesale Fruit Market	Supply and delivery of fresh fruit and vegetables	$64,435.24	27/05/2011
24.	Schindler Lifts Australia Pty Ltd	Provision of lift maintenance services	$52,210.19	26/08/2009
25.	Simeco Pty Ltd	Panel of contractors for electrical, mechanical and general maintenance services	$452,336.06	20/04/2010
26.	Starmex Pty Limited trading as Belconnen Refrigeration Services (BRS)	Provision of maintenance and minor new works of air conditioning systems and refrigeration compressors at CIT campuses	$83,874.44	27/02/2007
27.	SWETS Information Services BV	Supply of serial publications and services for CIT Library and Learning Services	$50,591.69	10/09/2012
28.	Tribal Group Pty Limited	Performance benchmarking review	$40,150.00	25/07/2013
29.	Unicard Systems Pty Ltd	Provision of identity management system	$95,477.02	19/02/2004
30.	VAST Security	Provision of installation and maintenance services for security systems	$191,923.81	25/05/2006
			$7,712,734.06	

For more information:

Chief Operating Officer
(02) 6207 3114

C16

A key aspect of CIT's role is to support industry and the community and to promote awareness and appreciation of vocational education and training. Community grants, assistance, sponsorship and scholarships are important in this regard.

CIT community grants, sponsorships, scholarships - 2013

No.	Organisation/Recipient	Project Description	Outcomes	Amount
1.	Australian Education Union	Public Education Centenary Awards dinner 24 May 2013	Sponsorship	$5,000.00
2.	CIT Student Managed Project	Karl Anstey, Hessian, Cellars and Ice exhibition	Student support	$300.00
3.	CIT Student Managed Project	Kathleen Routh, Certificate IV, Museum Practice	Student support	$300.00
4.	CIT Student Managed Project	Learning Options for Women graduation and lunch	Student support	$300.00
5.	University of Canberra	UC/CIT Pathway Scholarship recipients: Ned Barrett, Kyle Millington, Garielle Ruiz, Inthumathy Thayaparan, Dione Vecchi	Scholarship	$2,500.00
6.	Country Education Foundation of Australia (CEFA)	Donation of funds to be used for the matching of CEFA student grants for students attending CIT in 2013	Scholarship	$11,500.00
7.	Jo Walters	2013 Camille Ducker Award	Scholarship	$300.00
8.	Indigenous Business Chamber of Australia	2013 ACT Indigenous Expo – Bronze Sponsorship	Sponsorship	$1,363.64
9.	Consec Support Services	Building Safety Conference – Silver Partnership	Sponsorship	$2,500.00
10.	Theodore Badics	CIT ICT Robert Perry Memorial Scholarship	Scholarship	$730.00
11.	Canberra and District NAIDOC Aboriginal Corporation	VET Indigenous Student Sponsorship	Sponsorship	$500.00
12.	WorldSkills Australia	Gold sponsorship grant, ACT region in support of five categories in the regional competition program	Sponsorship	$20,000.00
13.	Kadijatu Sesay	CIT Equity Scholarship	Scholarship	$400.00
14.	Erin Waterson	CIT Equity Scholarship	Scholarship	$400.00
15.	ACT Regional Building and Construction Industry Training Council	2013 CITC Training	Sponsorship	$1,000.00
16.	CIT Student Managed Project	Return to Work for Women (Foundation Skills) thank you lunch	Student support	$300.00
17.	Australian Computer Society	Silver Sponsorship, ICT Shaping our World, Australian Computer Society 2013 Annual Canberra Branch Conference, 30 October 2013	Sponsorship	$2,700.00

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CIT community grants, sponsorships, scholarships - 2013

No.	Organisation/Recipient	Project Description	Outcomes	Amount
18.	Australian National University	Canberra Tertiary Open Day 2013 - CIT Sponsorship	Sponsorship	$13,000.00
19.	ACT Department of Education and Training	2013 Training Awards – Silver Sponsorship	Sponsorship	$4,545.45
20.	ACT and Regional Chamber of Commerce and Industry	2013 Annual Chamber of Golf Day - Marketing Sponsorship	Sponsorship	$200.00
21.	CIT Student Managed Project	The Forensic Research Showcase 2013	Student support	$300.00
22.	St John the Baptist Inc.	Donation	Community support	$100
23.	Various students	Scholarships and fees assistance for various students funded by the ACT Government or CIT	Payment of student fees	$404,826.00
			TOTAL	**$473,565.09**

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

C17

Territory Records

CIT has a recognised records management program (RMP) that has been approved by the agency principal officer and submitted to the Director of Territory Records.

CIT has specific approved procedures in place which are implemented in conjunction with the RMP. Appropriate training and resources are available to staff throughout the agency.

CIT has included in its RMP arrangements for preserving records that contain information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

CIT has responded to the commencement of Part 3 of the *Territory Records Act 2002* – access to records, including details of the assessment of those records to which Section 28 of the act may apply. CIT continues to develop tools which will help members of the community to interpret CIT's older records which are open for public access.

For more information:
Chief Operating Officer
(02) 6207 3114

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C18

CIT was not required to provide any information to the Office of the Commissioner for the Environment during 2013.

For more information:
Chief Operating Officer
(02) 6207 3114

C19

Ecologically Sustainable Development

In order to reduce greenhouse gas emissions, CIT has a strategy to reduce the overall consumption of electricity and switch to natural gas and solar energy. CIT has operational policies in place for the monitoring of energy usage. Each campus has building monitoring systems and metering equipment in place to monitor energy usage and make savings where possible.

In 2012/13, the quantity of electricity purchased decreased by 4%.

Paper consumption (reams purchased) decreased by 34%.

CIT has ongoing eco-workplace recycling schemes that include paper, cardboard, comingled waste, organic waste, concrete, bricks and metals.

In 2012/13, CIT reduced potable water consumption by 19%.

Total greenhouse gas emissions have increased slightly due to decrease in the quantity of green energy (electricity) purchased.

For more information:
Chief Operating Officer
(02) 6207 3114

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Line	Indicator as at 30 June	Unit	2011-12 Office	2011-12 Total	2012-13 Office	2012-13 Total
	General		**Office**	**Total**	**Office**	**Total**
L1	Occupancy – staff full-time equivalent	Number (FTE)	724.5	724.5	783.8	783.8
L2	Area office space – net lettable area	Square metres (m²)	13,225	122,345.9	13,225	122,345.9
	Stationary Energy		**Office**	**Total**	**Office**	**Total**
L3	Electricity use	Kilowatt hours	1,076,703	9,960,702	1,033,886	9,564,592
L4	Renewable energy use (GreenPower + EDL land fill gases)	Kilowatt hours	366,079	3,386,638	5,202	48,128
L5	Percentage of renewable energy used (L4/L3 x100)	Percentage	34	34	0.50	0.50
L6	Natural Gas use	Megajoules	2,185,457	28,902,677	4,017,120	37,162,812
L7	Total energy use	Megajoules	3,262,160	38,863,379	4,051,006	46,727,404
L8	Energy intensity per FTE (L7/L1)	Megajoules/FTE	4,502.6	53,641.6	5,168.4	59,616.48
L9	Energy intensity per square metre (L7/L2)	Megajoules/m²	246.6	317.6	306.3	381.9
	Transport		**Office**	**Total**	**Office**	**Total**
L10	Total number of vehicles	Numeric	31	31	31	31
L11	Total vehicle kilometres travelled	Kilometres (km)	547,463	547,463	588,478	588,478
L12	Transport fuel (Petrol)	Kilolitres	45.1	45.1	35.92	35.92
L13	Transport fuel (Diesel)	Kilolitres	11.9	11.9	18.22	18.22
L14	Transport fuel (LPG)	Kilolitres	0	0	0	0
L15	Transport fuel (CNG)	Kilolitres	0	0	0	0
L16	Total transport energy use	Gigajoules	2,006	2,006	1,932	1,932
	Water		**Office**	**Total**	**Office**	**Total**
L17	Water use	Kilolitres	4,618	42,727	3,737	34,577
L18	Water use per FTE (L17/L1)	Kilolitres/FTE	6.37	58.97	4.76	44.11
L19	Water use per square metre (L17/L2)	Kilolitres/m²	0.35	0.35	0.28	0.28
	Resource Efficiency and Waste		**Office**	**Total**	**Office**	**Total**
L20	Reams of paper purchased	Reams	29,232	29,232	19,131	19,131
L21	Recycled content of paper purchased	Percentage	60	60	50	50
L22	Estimate of general waste (based on bins collected)	Litres	47,062	47,062	46,617	46,617
L23	Estimate of commingled material recycled (based on bins collected)	Litres	12,699	12,699	11,216	11,216
L24	Estimate of paper recycled (based on bins collected)	Litres	695,278	695,278	455,407	455,407

Line	Indicator as at 30 June	Unit	2011-12 Office	2011-12 Total	2012-13 Office	2012-13 Total
	General		**Office**	**Total**	**Office**	**Total**
L25	Estimate of organic material recycled (based on bins collected)	Litres	430	430	391	391
	Greenhouse Efficiency and Waste		**Office**	**Total**	**Office**	**Total**
L26	Total stationary energy greenhouse gas emissions (All scopes)	Tonnes CO_2-e	1,346	12,452	1,380	17,771
L27	Total transport greenhouse gas emissions (All scopes)	Tonnes CO_2-e	14.35	132.75	14.06	130.09
L28	Greenhouse gas emissions per person (L26/L1)	Tonnes CO_2-e FTE	1.85	17.19	1.76	22.67
L29	Greenhouse gas emissions per square metre (L26/L2)	Tonnes CO_2-e	0.102	0.102	0.104	0.145
L30	Transport greenhouse gas emissions per person (L27/L1)	Tonnes CO_2-e FTE	0.019	0.183	0.018	0.166

For more information:

Chief Operating Officer
(02) 6207 3114

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C20 Climate Change and Greenhouse Gas Reduction Policies and Programs

CIT continued to pursue initiatives aimed at delivering the ACT Government's targets as set out in Part 2 of the *Climate Change and Greenhouse Gas Reduction Act 2010*. CIT supports a range of strategies to address climate change and reduce greenhouse gas emissions. Through building upgrades, refurbishment and maintenance programs, CIT is taking initiatives to improve energy efficiency and water conservation. This includes installation of LED lighting, waterless urinals, improvements to building management systems, improvements to space heating and co-generation system at CIT Fyshwick.

CIT plays an active role in educating staff and the public about climate change and sustainable technologies through:

(a) the CIT website and CIT intranet, which provide information and resources for staff and students on environmental sustainability within CIT. It is a means of increasing staff awareness of the environmental impacts associated with daily work practices and provides environmentally friendly alternatives. The CIT website and CIT intranet are updated regularly with features on what environmental initiatives are being investigated and implemented, how each staff can help, competitions and posters that can be downloaded.

(b) developing, implementing and monitoring sustainable practices through a dedicated environmental reference group, CIT Green. CIT Green met seven times in 2013.

(c) holding the CIT Green Sustainable Travel Day on 16 October 2013, which coincided with National Ride2Work Day. The event was held to encourage staff and students travelling to CIT to choose a sustainable mode of transport.

(d) conducting public tours of the Sustainable Skills Training Hub at CIT Bruce. Six tours were conducted in 2013.

For more information:
Chief Operating Officer
(02) 6207 3114

C21 Aboriginal and Torres Strait Islander Reporting

CIT is committed to 'closing the gap' in educational outcomes through policy and practices that seek to improve education and training outcomes for Aboriginal and Torres Strait Islander peoples.

During 2013, CIT continued implementation of its Reconciliation Action Plan (RAP) which is founded on the belief that quality, respect and integrity should permeate all facets of our relationship with one another and the world in which we live. The CIT RAP is our commitment to providing learning opportunities for people to overcome social, cultural and economic obstacles to fulfilling their potential. The CIT RAP Working Group meets five times a year to monitor the progress of the plan.

CIT has an advisory committee that includes Aboriginal and Torres Strait Islander members to advise on program delivery and key strategies. In encouraging meaningful change in the lives of Aboriginal and Torres Strait Islander peoples, CIT has the well-established dedicated centre, CIT Yurauna Centre.

CIT Yurauna Centre

CIT Yurauna Centre provides Aboriginal and Torres Strait Islander education and student support at CIT. It is committed to developing opportunities that enable Aboriginal and Torres Strait Islander peoples to access vocational options.

CIT Yurauna Centre is dedicated to meeting community and industry demand by developing and delivering customised Indigenous-specific training. The centre's goals are to facilitate access to further education, prepare individuals for the workforce, and offer retraining in a culturally appropriate environment that is committed to individual needs.

CIT Yurauna Centre offers a unique holistic approach to working with individuals to reach their potential. It is a community focused multifunctional cultural education centre that brings individuals together to learn in a culturally appropriate environment.

The staff members of CIT Yurauna Centre are Aboriginal and Torres Strait Islander people who are highly qualified and flexible teachers that bring a wealth of community experience and skills across a range of disciplines enhanced through professional development. Utilising a holistic approach, culturally sensitive staff work with individuals and groups to enable them to reach their potential. This is instrumental in creating a positive cultural learning environment.

Highlights

Centenary of Canberra and National Close the Gap Day

CIT hosted a week of activities in March 2013 as part of the Centenary of Canberra celebrations, which included markets, entertainment, afternoon tea and performances by Yung Warriors.

A special afternoon tea was hosted at the CIT Restaurant and CIT Chief Executive (Acting) Ms Jenny Dodd, Dr Tom Calma AO (Adjunct Associate Professor at the National Centre for Indigenous Studies, ANU) and Mick Gooda (Aboriginal and Torres Strait Islander Social Justice Commissioner) signed the Close the Gap pledge on National Close the Gap Day.

Possum skin cloak workshop

Banmirra Arts in partnership with CIT Yurauna Centre, supported and funded by the Aboriginal and Torres Strait Islander Healing Foundation, ran a three-day possum skin cloak workshop for students and community to make a Federation possum skin cloak, possum skin dance belts and possum

armbands. Possum skin cloaks are one of the most sacred artefacts for Aboriginal people. Banmirra Arts artists shared their knowledge about the history of making cloaks and their skills and cultural protocols for possum skin cloaks. The participants decided on the layout and design of the skins, worked together on the designs for the inside of the cloak, and cut and sewed the skins. The young people made dance belts and armbands and learned to use the electronic burning tools and to mix the ochres with wattle resin so the ochres would stick to the skins and to roll string and twine.

Human rights workshop

In partnership with the National Healing Foundation, a 'Reclaiming our Rights, Healing our Future' workshop was held at CIT Yurauna Centre.

These workshops provided an opportunity to reframe the negative experience of Aboriginal and Torres Strait Islander Australians with the law and justice system by promoting a practical understanding on the key human, Aboriginal, and Torres Strait Islander peoples' rights principles that have relevance to Aboriginal and Torres Strait Islander communities.

Participants gained an understanding of United Nations human rights principles and covered topics such as:

1. Introduction of principles and the concept of human rights

2. Community needs and government obligations

3. The Declaration of the Rights of Indigenous Peoples

4. Our Rights Our Healing – how can the human rights be used to improve the health and well-being of Indigenous people.

Aboriginal and Torres Strait Islander enrolments

The following table provides a breakdown of Aboriginal and Torres Strait Islander student enrolments.

Aboriginal and Torres Strait Islander Students	2011	2012	2013
Total clients (headcount)	521	534	663
Total enrolments	521	922	1084
Enrolments in support programs*	267	46	48
Enrolments in apprenticeships/traineeships	49	109	172
Enrolments in non awards/ statement of attainment	395	443	420
Enrolments in certificate I and certificate II	101	129	158
Enrolments in certificate III and certificate IV	214	273	413
Enrolments in diploma, advanced diploma and degrees	120	77	93

* Includes all literacy and numeracy programs, Learning Options and Access10 (Year 10 alternative program)

Progress against strategic areas for action

Transition to adulthood

CIT Yurauna Centre provides a range of programs, including enabling courses to improve literacy and numeracy, confidence and pride. Through learning about Aboriginal and Torres Strait Islander history, politics and culture, students gain an understanding of self and their roles within families and community.

Participants include Bimberri and Alexander Maconochie Correctional Centre clients who transition to CIT Yurauna Centre.

Students are encouraged to pursue career development opportunities by developing personal pathways plans with cultural and literacy support thus encouraging transition into the workforce, further education or skill development.

Other programs that are specific to Aboriginal and Torres Strait Islander people and encourage work transition include:

– **Road Ready** offered through the Learning Options and Access 10 programs

– **Ls to Ps Program** in collaboration with the ACT Justice and Community Services Directorate and the ACT Aboriginal Justice Organisation (Both these programs enable disengaged and disadvantaged individuals to access their learner driver's licence as a path to independence and employment.)

– **ACT Health Nursing Scholarships**

– Short courses such as a **barista course**, **Responsible Service of Alcohol** and **Responsible Conduct of Gambling**

– **Aboriginal and Torres Strait Islander Community Justice** which is a Galambany Circle Sentencing Court Training Program

– **Interview Friends** Training Program

– **Aboriginal Mental Health First Aid Training**.

Resilient families and communities

Programs and student support services are specifically culturally-sensitive and respectful of equality and diversity of cultures to assist individuals, families and communities to break the cycle of poverty. This is facilitated through pathways plans and individual learning plans that establish goals and expectations over which students have control. Students gain a greater sense of confidence in their learning capability and empower families and communities by their successes.

In 2013, CIT Yurauna Centre ran five Aboriginal and Torres Strait Islander Mental Health First Aid programs; two in the ACT and three in the region, specifically for community members so as to strengthen families and community and raise awareness. The Mental Health First Aid Course teaches members of the community how to assist someone developing a mental health problem, or experiencing a mental health-related crisis.

Participants of this program are:

– better able to identify mental illness

– more confident in offering help

– more likely to recommend professional help

– more knowledgeable about the evidence-based treatments for mental illness

– more realistic and less stigmatising in their attitudes towards people with mental health problems.

Economic participation and development

The CIT Indigenous Scholarship program administered by CIT Yurauna Centre is a key strategy to encourage participation in vocational education, and access to pathways to employment.

Staff members across CIT are encouraged through the RAP and business plans to work in partnership with CIT Yurauna Centre to develop strategies to ensure recruitment and retention of Aboriginal and Torres Strait Islander peoples in mainstream programs.

CIT Yurauna Centre provides cultural awareness training programs to organisations to raise consciousness of Aboriginal and Torres Strait Islander cultures, to mitigate misunderstanding that may otherwise lead to racism and discrimination.

CIT employs 19 Aboriginal and/or Torres Strait Islander people, self-identified through an optional staff entry survey. Six cohorts of CIT staff completed cultural awareness training in 2013.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

C22
ACT Multicultural Strategy 2010-2013

CIT is a key contributor to the multicultural richness of the Canberra community. This effort is primarily focused through CIT Communication. CIT Communication's commitment to people of culturally and linguistically diverse backgrounds is underlined by the college's Adult Migrant English Program (AMEP); Skills for Education and Employment (SEE); the English for Employment, Study and Life Program (ESL); and the English Program for International Students.

Focus Area	Progress
Languages	CIT Solutions offered a range of language programs, including Arabic, Croatian, Dutch, French, German, Hindi, Italian, Japanese, Portuguese, Spanish, Turkish and Welsh.
	CIT Solutions also offers training in Australian Sign Language (AUSLAN).
	CIT offers English as a Second Language from beginners to advanced levels and customised support in English as a Second Language for students enrolled in vocational studies at CIT.
Children and Young People	CIT's childcare service is provided as part of AMEP and is available to all AMEP students who need childcare, including humanitarian entrants.
	CIT works in conjunctions with the ACT Multicultural Youth Service to provide information about educational opportunities for young people. The partnership also provides social and recreational opportunities.
Older People and Aged Care	CIT provides a skills recognition service to assist people who do not hold formal qualifications.
Women	CIT has provided support to community groups providing a service to migrant and refugee women.
Refugees, Asylum Seekers and Humanitarian entrants	A group of refugees and migrants studying at CIT were given the opportunity to learn new skills through collaboration with the National Multicultural Festival. The group worked together to make 300 aprons which will be worn by staff at National Multicultural Festival in 2014. Many of the students had never used a sewing machine before, so working with the fashion teachers, provided an opportunity to discover hidden talents. The students obtained valuable hands-on experience, and worked towards their Certificate II in Clothing Production.
	CIT works closely with Companion House, the Migrant and Refugee Settlement Service, Canberra Refugee Support and the Multicultural Youth Service. The resulting common client-base allows for the coordinated flow of information to clients/students, which is essential for making education and information accessible to people of diverse backgrounds, who may feel vulnerable due to their experiences prior to arriving in the ACT.

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Focus Area	Progress
Refugees, Asylum Seekers and Humanitarian entrants – continued	CIT offers programs to refugees to improve their English and other basic skills to secure employment. The safe learning environment helps remove barriers to learning, with many students returning to undertake mainstream CIT courses
	In 2013, CIT continued to work with refugee support agencies and the Office of Multicultural Affairs to deliver a special service for asylum seekers on bridging visas awaiting a decision on their status from the Department of Immigration and Border Protection (formerly the Department of Immigration and Citizenship). Asylum seekers may arrive in Australia with little or no English language skills, and often are in financial difficulties, but they are not eligible for mainstream funded English programs. It is essential for their wellbeing that they enter English language training so that they can deal with their daily needs, interact socially and cope with emergencies. To this end CIT has introduced a fee waiver for asylum seekers and a policy of continuous intake for these students, ensuring that they have quick, easy access to essential language training. CIT staff work in close collaboration with Red Cross caseworkers and volunteers to ensure that this special program addresses the very difficult and distressing circumstances facing these people.
Intercultural Harmony and Religious Acceptance	CIT hosted over 1,000 international students from more than 92 countries.
	CIT Student Services share through email and the staff information system *Conversations with Student Support* which aim to offer insights and strategies to enable more effective student support. Topics in 2013 included:
	– *International Student Culture*
	– *New Australians: from Asylum seekers to second generation migrants*
	– *Speaking to your Migrant Students*
	– *Understanding our female Muslim students at CIT*
	CIT continued to employ a dedicated cultural diversity officer and delivered training in cultural diversity and discrimination legislation to groups of CIT students and staff members.

CIT employs 170 people from culturally and linguistically diverse backgrounds who comprise 16.8% of the CIT workforce. This is a small increase from 2012.

For more information:

Executive Director, CIT People and Organisational Governance

(02) 6207 3133

C23 ACT Strategic Plan for Positive Ageing 2010-2014

The ACT Strategic Plan for Positive Ageing provides the opportunity for a coordinated approach across ACT Government to maximise the quality of life of people as they age and assist them to be actively engaged in the community. The plan has seven focus areas and CIT is a contributor to two of the focus areas.

Progress against the focus areas in 2013:

Focus Area	Progress
Respect, Valuing and Safety	
Action 21. Promote positive inter-generational relationships	CIT engages actively with Elders in the Aboriginal and Torres Strait Islander community particularly through the CIT Yurauna Centre and the Aboriginal and Torres Strait Islander Advisory Committee.
	CIT honours the ACT Indigenous Elders and Community leaders for their continued support of CIT and Yurauna Centre by hosting a celebratory luncheon annually to celebrate NAIDOC week. The first luncheon was held in 2002 in response to the CIT Reconciliation statement. Since that time the event has become an established celebration at CIT.
Work and Retirement	
Improvements in the retention rates of ACT Government staff aged over 55 years.	CIT employs 287 workers of 55 years of age or older accounting for 28.4% of the workforce. Of these, 87 are employed as casual teachers. This flexible work option provides an opportunity to transition to retirement and benefits the ACT by utilising their skills, knowledge and experience.
	The Centre for Short Courses at CIT Solutions enrolled 1,245 participants 55 years of age and over. This is an increase of 11% on the previous year.
Promote educational and recreational opportunities	In 2013, CIT Solutions continued to offer weekday and Saturday courses to meet the needs of seniors. Courses of particular interest included art, crochet, sewing, iPad, iPhone, digital photography and photo editing, scanning family history, computing for beginners, Facebook, first aid, home gardening courses such as composting and growing and preserving your own vegetables, home improvement courses, leisure activities such as bird watching and caravanning, and the very popular cake decorating.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

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C24

ACT Women's Plan 2010-2015

The ACT Women's Plan provides the opportunity for a collaborative approach across ACT Government agencies to improve the status of women and girls through its three key priorities. CIT is a significant contributor to the plan's economic and social priorities.

CIT's progress against this plan is demonstrated in a diverse range of ways, including support for women in the workforce, the appointment of women to strategic decision-making committees, the delivery of vocational education and training to students, and benchmarking of female participation in non-traditional areas.

Workforce participation

With a significant female representation in its workforce, CIT is committed to ensuring women have ample opportunity to contribute to the economic, social, and environmental aspects of the workforce. This is demonstrated through CIT's flexible working environment, and the provision of suitable, safe and secure facilities for working mothers such as facilities for child care.

As at December 2013, as a percentage of the CIT workforce, women represented:

- 62% of all staff (permanent, temporary and casual) employed in CIT
- 62% of CIT's permanent workforce
- 57% of all permanent full-time staff
- 83% of all permanent part-time staff
- 51% of all temporary full-time staff
- 78% of all temporary part-time staff
- 64% of all casual staff.

Leadership and opportunities for advancement in the workplace

Women's representation at the managerial level (SOG C and Teacher Band 2 and above) is at 62%, which is consistent with the overall proportion of women in the total CIT workforce. CIT provides opportunities for its staff to access mentoring and leadership programs. Three of the five executive positions at CIT are nominally held by women, and eight of the 13 college/division directors are women.

Responsive education and training – enrolment in CIT programs

In 2013, there were 15,582 female enrolments at CIT, with women making up 46% of total enrolments. In terms of qualification level, women made up the majority of enrolments in diplomas and advanced diplomas. Overall, in higher level qualifications (certificate IV to bachelor degree) women made up the following proportion of enrolments for each level:

- bachelor degree (39%)
- advanced diploma (51%)
- diploma (58%)
- certificate IV (47%)

CIT has concentrated on retaining female students on their training pathways. A part-time equity officer is employed to assist in promoting gender inclusiveness and respect on campus and in the workplace to ensure women's full access and participation.

Benchmarking of female participation in non-traditional areas

In 2012, CIT provided benchmarking data to the ACT Women's Plan. The table below shows the shifts in female enrolments from 2012 to 2013.

Highlights from this data include an increase of 6.4% in programs at certificate III or below in non-traditional trade areas and an increase of 2.2% at the certificate III and above level. These results are significant, with increases evident in a number of industry areas. There have also been significant increases in the science programs, more

Discipline	2012 % female enrolment cert III and above	2013 % female enrolment cert III and above	2012 % female enrolment below cert III	2013 % female enrolment below cert III
Non-traditional trades	2.5	4.7	3.0	10.1
Horticulture	25.1	24.1	33.3	26.0
Engineering	7.9	7.5	NA	NA
Spatial Science	12.3	15.0	NA	6.7
Building	8.4	8.3	42.0	30.7
Culinary Skills	31.0	34.7	43.2	73.6
IT	35.2	19.1	36.8	24.8
Forensic Science	42.2	42.2	NA	NA
Science	56.1	73.7	NA	83.6

specifically those related to animal technology and veterinary nursing. A decrease in the levels of enrolment in IT programs at all levels is reflecting current industry trends.

Recognition and support for women in non-traditional areas

During 2013, CIT recognised the achievement of women working in non-traditional areas by nominating them for awards. CIT Horticulture Head of Department, Jane Cottee, was successful in winning the National Association of Women in Construction ACT Chapter's *Crystal Vision Award for Advancing and Furthering the Interests of Women in the Construction Industry*. CIT also successfully nominated engineering student Alessya Balas for an ABC Women in Broadcast Technology scholarship.

In 2013, CIT launched The Women in Trades Advisory Group which will drive strategies to increase the participation, provide support, and to develop focused initiatives and opportunities for female apprentices. The advisory group has female representation from a range of non-traditional trades including electrical trades, construction, plumbing, horticulture and commercial cookery. It is intended that the advisory group will meet four times during 2014.

CIT is represented on the National Association of Women in Construction ACT Chapter Council.

Support for single and teenage parents at CIT

CIT provided free training places for single and teen parents which is predominantly accessed by women. Over 100 women single parents accessed training under the scheme in 2013.

Training was also provided for teenage parents (single or partnered) in business/administration, hairdressing/makeup and children's services on-site at CCCares located at Canberra College.

Feedback from the students on this training has been extremely positive.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

C25

Model Litigant Guidelines

CIT ensures compliance with the Model Litigant Guidelines by engaging the legal services of the ACT Government Solicitor in litigation matters. CIT relies on the ACT Government Solicitor to identify matters where a question arises as to compliance with the Model Litigant Guidelines, and to address them or elevate them within CIT as appropriate.

The Chief Executive is advised of all legal disputes and is provided with regular updates as necessary.

No breaches of the Model Litigant Guidelines were identified in 2013.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

C26

Notices of noncompliance

Section 200 of the *Dangerous Substances Act 2004* requires agencies to provide a statement on the number of notices of non-compliance serviced and the matter to which each notice related. CIT did not receive any notices during 2013.

For more information:
Chief Operating Officer
(02) 6207 3114

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C27

Property Crime Reduction

The ACT Property Crime Reduction Strategy 2012-15 is the key government response to lowering and sustaining reduced levels of burglary offending and motor vehicle theft for the Canberra community. CIT is required to report against the following actions as outlined in the strategy.

2.7	Ensure that young people in schools at major transition points have a Pathways Plan	By 2014 all CIT students under the age of 17 will have or be engaged in pathways planning.
2.8	Enhance and develop schooling options for students who have difficulty engaging in regular secondary school settings.	Provide individualised program support to vulnerable secondary school aged students to engage with education and support students to transition to future schooling, training or work.

Pathways plan

CIT recognises the potential benefits of a pathways plan for socially isolated and disengaged youth under 17 years of age. A personalised pathways plan can help to address issues of social isolation in these young people and reduce incidences of anti-social behaviour through better connections with community.

All CIT students under 17 years of age, who are not enrolled as an apprentice, are required to have a pathways plan. A pathways plan is developed with the support of a dedicated pathway advisor who will discuss an individual's needs and help them to create a study package to suit their goals. Enrolment for these students also includes a signed Under 17 Year Old Alert form which gives CIT the authority to report to ETD and meet other reporting requirements.

Individualised program support

CIT has a highly-skilled youth worker and teacher who provides an outreach and mobile service for CIT's disengaged youth. The CIT Youth Advisor transitions students in and out of CIT and also works with teachers and community organisations

to enable the young person to achieve their best. The CIT Youth Advisor is assisted in her work by a highly trained 'assistance dog' whose role is to detect and work with stressed young people. This is a unique program offered in Australia and has proven to be successful with young people.

CIT Access10 program is a flexible, innovatively-designed program designed to motivate learners who have been unsuccessful in traditional schooling. On completion, students achieve a nationally-accredited, competency-based Certificate II in Access10 developed by CIT. CIT Vocational College has partnered with Youth in the City, Anglicare and the Murrumbidgee Education and Training Centre at Bimberi Youth Justice Centre to enable young people to access the program in these two locations. Access10 teachers are supported by specifically employed student advisors (with youth work or similar qualifications) who contribute significantly to student retention and completion by following up when students miss class, assisting students to seek help for their personal issues, working to engage students and keep them motivated, assisting with the development of pathways plans, and contributing

various support activities such as breakfast programs, connecting students with other activities and classes to maintain their interest and develop their study and career pathways.

CIT also provides training in foundations skills, language, literacy and numeracy and learning options courses which are tailored individual programs for people wanting to improve literacy and numeracy for work and study.

For more information:

Executive Director, CIT People and Organisational Governance
(02) 6207 3133

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Compliance Index

Compliance Index

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Acronyms and Abbreviations

AA	Double A rating
ACE	Adult and community education
ACER	Australian Council for Educational Research
ACAT	Australian Capital Territory Civil and Administrative Tribunal
ACT	Australian Capital Territory
ACTIA	ACT Insurance Authority
ACTPS	ACT Public Service
ACU	Australian Catholic University
ACF	Australian Culinary Federation
ACUMA	Australian Campus Union Managers Association
ADFA	Australian Defence Force Academy
AEI	Australian Education International
AFP	Australian Federal Police
AGIMO	Australian Government Information Management Office
AICD	Australian Institute of Company Directors
AIE	Academy of Interactive Entertainment
AO	Order of Australia
ASNZS	Australian Standard/ New Zealand Standard
AMEP	Adult Migrant English Program
ANMAC	Australian Nursing and Midwifery Accreditation Council
ANU	Australian National University
APSC	Australian Public Service Commission
AQF	Australian Qualifications Framework
ASBA	Australian School-Based Apprenticeships
ASQA	Australian Skills Quality Authority
AusAID	Australian Agency for International Development now Department of Foreign Affairs and Trade
AVETMISS	Australian Vocational Education and Training Management Information Statistical Standard
AVTEG	Australian Vocational Training and Employment Group
AWA	Australian Workplace Agreement
Banner 8,	also referred to as CIT's main student administration system
BSSS	Board of Senior Secondary Studies
CeLAMP	Canberra Emerging Leaders and Managers Program
CCCares	Canberra College Cares

CFMEU	Construction, Forestry, Mining and Energy Union
CISA	Council of International Students Australia
CIT	Canberra Institute of Technology
CIT Act	Canberra Institute of Technology Act 1987
CIT Council	Canberra Institute of Technology Council
CITC	Construction Industry Training Council
CITSA	CIT Student Association
COAG	Council of Australian Governments
CPI	Consumer price index, also referred to as inflation
CRICOS	Commonwealth Register of Institutions and Courses for Overseas Students
CSD	Community Services Directorate (ACT Government)
CSI	Creative Safety Initiatives
CSIF	Critical Skills Investment Fund
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSU	Charles Sturt University
DHA	Department of Health and Ageing, now Department of Health
ELICOS	English language intensive courses for overseas students
eLR	e-learning repository
ESDD	Environmental and Sustainable Development Directorate
ESL	English as a Second Language
ESOS	Education Services for Overseas Students
ESOS Act	Education Services for Overseas Students Act
ESS	Employer Satisfaction Survey
ETD	Education and Training Directorate (ACT Government)
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs, now Department of Social Services
FAQ	Frequently asked questions
FINE	Forecasting of Industry Needs and Entitlement, also referred to as the ACT Skills Needs List
FRNSW	Fire and Rescue NSW
FLAG	Flexible Learning Advisory Group
FLO	ACT Flexible Learning Options Program
FOI	Freedom of Information
FOI Act	Freedom of Information Act 1989
FTE	Full-time equivalent

FY	Financial year
GA	Google Analytics
GPO	Government Payment for Outputs
GST	Goods and services tax
HEP	Higher education provider
HR	Human resources
HDA	Higher duties allowance
ICT	Information and Communication Technology
IIVA ACT	Independent Industry Validation of RTO Assessment
ILO	International Labour Organization
IME	Invalid Module Enrolment
IP	Intellectual property
IPP	Information Privacy Principle
IT	Information Technology
LES	Learner engagement survey
LDA	Land Development Agency
LLN	Language, literacy and numeracy
MIC	CIT Music Industry Centre
MLA	Member of Legislative Assembly
MOU	Memorandum of Understanding
MSK	Musculoskeletal disorders
MTA	Motor Trades Association (ACT)
NAIDOC	National Aborigines and Islanders Day Observance Committee
National Strategy	National Foundation Skills Strategy for Adults
NAWIC	National Association of Women in Construction
NBN	National Broadband Network
NCFS	National Centre for Forensic Studies
NCVER	National Centre for Vocational Education Research
NDIS	National Disability Insurance Scheme
NMBA	Nursing and Midwifery Board of Australia
NSOC	National Senior Officials Committee
NSSC	National Skills Standards Council
NWDF	National Workforce Development Fund
OECD	Organisation for Economic Co-operation and Development
OHS	Occupational Health and Safety

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QI	Quality indicator, refer also to LES and ESS
PID	Public Interest Disclosure
PSP	Priorities Support Program
PPP	Productivity Places Program
RAP	CIT Reconciliation Action Plan
RED	Respect, Equity and Diversity (RED) Framework
RMP	Records management program
RPL	Recognition of prior learning
RTO	Registered training organisation
SCOTESE	Standing Council on Tertiary Education, Skills and Employment
SEA	Special Employment Arrangement
SEE	Skills for Education and Employment
SIBA	Spatial Industries Business Association
SIS	Staff Information Site, also referred to as CIT's intranet
SLE	Simulated learning environment
SOI	Statement of Intent
Strategy	National VET E-learning Strategy
TAG	Tertiary Access Group
TAFE	Technical and further education
TDA	TAFE Directors Australia
TEQSA	Tertiary Education Quality and Standards Agency
TOD	Tertiary Open Day
UC	University of Canberra
UN	United Nations
UNICEF	United Nations Children's Fund
USI	Unique student identifier
VET	Vocational education and training
W3C	World Wide Web Consortium
WCAG	Web Content Accessibility Guidelines
WELL	Workplace English Language and Literacy Program
WHSMS	Workplace health and safety management system
WHS	Workplace health and safety

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