

# 2017



Canberra Institute  
of Technology

RTO Code 0101 | CRICOS No. 00001K

## ANNUAL REPORT 2017

CANBERRA INSTITUTE OF TECHNOLOGY



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CANBERRA INSTITUTE OF TECHNOLOGY

**Canberra Institute of Technology**

**Annual Report 2017**

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# PART A

**PART A:**  
TRANSMITTAL  
CERTIFICATE





### Transmittal Certificate

Ms Meegan Fitzharris MLA  
Minster for Higher Education, Training and Research  
ACT Legislative Assembly  
Civic Square, London Circuit  
CANBERRA ACT 2601

Dear Minister

We present to you the ***Canberra Institute of Technology Annual Report 2017***.

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 (2016–17).

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

I certify that the attached Annual Report and information provided for whole of government reporting, is an honest and accurate account and that all material information on the operations of the Canberra Institute of Technology during the period 1 January 2016 to 31 December 2017 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 15 weeks of the end of the reporting period.

Your sincerely



Leanne Cover  
Chief Executive Officer  
6 April 2018



Craig Sloan  
Chair, CIT Board  
6 April 2018

# FROM THE CIT BOARD CHAIR



**Craig Sloan**  
CIT Board Chair

Vocational education and training is a major contributor to the Canberra economy. As the trusted provider of quality training CIT is a key player in ensuring a skilled workforce for the ACT and region.

CIT is deeply ingrained in the fabric of Canberra and works collaboratively with industry, community and students to achieve excellence in the fast changing tertiary education sector. The diversity of our extensive partnerships with industry and community organisations throughout the ACT and surrounding region highlights the central role CIT plays in the economic, social and cultural life of the community.

In 2017, CIT continued to grow its relationships with businesses, government agencies, education institutions, and community and industry organisations to offer students hands-on skills development through workplace training. CIT changes lives through quality education and skills development and we are committed to ensuring our students have the best experience possible.

The unique relationship CIT has with business and industry provides the Board and CIT leadership invaluable insights into workforce and skills demands and the economic challenges business owners may face that could affect our students' training and their employment prospects. Gathering business intelligence, held by our experienced Board members' and from the business community, helps inform CIT's direction. It keeps us alert to market shifts and potential opportunities.

For instance, CIT has grasped the opportunity of cyber security training to offer the first Graduate Certificate in cyber security. While this course was targeted at upskilling the current information technology workforce, we also partnered with the Australian Cyber Security Growth Network and the national TAFE network to help develop new cyber security courses for rollout in 2018.

Other examples of our partnerships include an agreement with EPC Solar to develop and maintain a practical renewables energy battery storage and photovoltaic panel training space in its Belconnen premises. Another partner Abode Academy, the training arm of local developer Abode Hotels, provides CIT hospitality students with innovative in-house skills training. Many local building and construction companies offer CIT students the chance to work with them during training, provide educative site visits and professional mentoring.

Our results in 2017, recorded in this report, speak volumes about our quality. Skills are critical for Australia's economic and social prosperity and the ACT community can be proud that its public provider is a leading national training organisation.

CIT being selected as a finalist in the 2017 Australian Training Awards, one of just three large registered training organisations (RTO) to be shortlisted for the prestigious Australian Large Training Provider of the Year award capped an exciting, optimistic year.

Progressing work under the *Strategic Compass 2020 – Evolving Together* was a major priority for the Board and we could not be more pleased with the results. The nine projects under the Strategic Compass 2020 have driven a new, exciting approach to the way CIT does business.

The Board was particularly pleased with the outcomes of the Product Innovation Fund, which provided seed funding to kickstart exciting, innovative products and services devised by CIT staff. Grants of up to \$25,000 went to seven different projects selected by a diverse panel, including myself. I look forward to seeing the progression of these ideas into new services and products in 2018.

Campus modernisation continued to be a focus for the Board. Access to modern learning spaces, digital infrastructure and skills are crucial to successfully participate and compete in the knowledge and innovation economy. The Board recognises that for CIT to remain a relevant education and training organisation, it must invest in providing teachers and students with the capabilities and tools needed to succeed in this new, competitive economy.

I was proud to see CIT included in the ACT Chief Minister's proposal for a city centre flanked by a world-class innovation precinct of education and research organisations. The Government announced this year that the University of New South Wales (UNSW) was

interested in building a new campus close to CIT Reid. I am pleased that the CIT CEO, Leanne Cover, has been appointed to a government working group along with UNSW to progress discussions.

CIT's contribution to ACT education and training ecosystem continues to grow and CIT's unique value contribution to the sector is recognised by its inclusion as a member of ACT Vice Chancellor's Forum, a prestigious, high-level advisory forum.

The re-registration of CIT for the maximum seven years by the Australian Skills Quality Authority, after it was found to be fully compliant against all audited standards, was a major achievement. It has placed CIT in an enviable position among registered training providers in Australia and is testament to the quality of its leadership, teachers and training offerings.

Congratulations and thank you to all CIT staff for their dedication, commitment and hard work throughout 2017.

I wish to thank all Board members also for their invaluable contributions in 2017 – their time, energy, access to their business contacts, inspiration and support.

# FROM THE CHIEF EXECUTIVE OFFICER



**Leanne Cover**  
Chief Executive Officer

CIT played a major role in contributing to the skilled workforce needs of the ACT public and private sector, in a year that focused heavily on the importance of high quality vocational education and training to meet skills needs in new and emerging technologies.

In 2017, CIT surpassed its performance targets and shone on the national stage. A welcome performance highlight was CIT's high student and employer satisfaction levels. Our annual 2017 Learner Engagement Survey showed 91% of students surveyed were satisfied with their experience at CIT, 6% above our target. Among employers satisfaction levels exceeded our expectations by 7%, with 87% saying they were satisfied. CIT also exceeded the national averages for student outcomes in 2017. Australia-wide data told us 93% of CIT graduates were employed or in further study compared with 86.0% nationally, and 84% of CIT graduates were employed after training compared with 77% nationally. This is the solid evidence of CIT's continuing outstanding performance in a challenging sector.

It was an honour to see CIT shortlisted as a 2017 national finalist for the prestigious Australian Large Training Provider of the Year award, recognition that it is one of Australia's top training providers, and testament to the dedication and quality of our staff and service delivery. The national shortlisting followed CIT's selection as the 2017 ACT Large Training Provider of the Year award. It was one of four ACT

training awards recognising the quality of CIT teaching staff and our students' outstanding efforts. The 2017 ACT Australian Apprentice of the Year award was CIT baking graduate Tiffany Davies and CIT leadership and management graduate Taila Simons was 2017 ACT Australian Apprentice (Trainee).

Expanding and strengthening our partnerships with employers in the region and responding to skill demands was an important focus in 2017, so I was particularly pleased that CIT's partnership with Belconnen Community Service and Riverview Group was recognised with the 2017 ACT Industry Collaboration Award. Its success in 2017 will see the project expand in 2018.

Leveraging our central role in meeting skill demands, CIT and the CIT Student Association worked hard in 2017 to bring all the players together at new, highly successful CIT ApprenticeLink events. Designed to target industry, build relationships and inspire prospective students, two ApprenticeLink events drew over 150 students and 50 employers to discuss training opportunities and link apprentices with employers. The events helped boost CIT's apprenticeship and traineeship numbers and strengthen our business partnerships.

With a new global focus on knowledge, innovation and talent, and Canberra's higher education focus on 21st century industries, CIT is delivering new, relevant skills training.

CIT makes an invaluable contribution to the local economy by attracting and nurturing a large intake of international students, many of whom continue their studies in the ACT. Not only did CIT attract nearly 1,000 international students to the ACT in 2017, but it was again very successful in securing Australian Government Endeavour Mobility Grants for its students to study internationally. CIT students travelled to France and Spain to study renewable energy, Singapore and the United Arab Emirates to study international hospitality, Thailand to learn more about veterinary nursing and Cambodia to study sustainable clothing production. Twenty CIT students travelled to New Zealand to study horticulture, sustainable food production and culinary skills.

In 2017, CIT offered a new graduate course in cyber security targeted at upskilling the local ICT professional workforce. CIT's new, internationally-accredited wind energy safety and technical training supports the ACT Government's ambitious renewable energy targets. The addition of barbering and asbestos safety programs to our training suite are great examples of CIT's capacity to swiftly respond to local job openings requiring new skills.

People are at the forefront of CIT's new directions and commitments in the *Strategic Compass 2020 – Evolving Together*. The projects are designed to ensure CIT evolves into a contemporary teaching and learning organisation able to compete in an increasingly

competitive market. The ACT Government again in 2017 expressed its strong support for these projects. With an enthusiastic new Executive team driving new directions for CIT, we've witnessed a shift towards rethinking CIT's systems and processes to enable staff to more efficiently listen and respond swiftly to industry, business and Government needs. These are imperative reforms to transform our business.

All nine projects, underpinned by the overarching Evolving Together project, spurred a new level of collaboration among staff as they developed new skills and systems and were encouraged to work together on bold ideas.

Staff met the challenges in an incredibly busy and demanding year and demonstrated they are open and ready to meet the needs of the evolving vocational education and training sector.

It is the dedication and passionate commitment of all CIT staff to seeing students reach their potential and pursue their ambitions that underpins our success. Their efforts and willingness to engage in change in 2017 was inspiring. It has given me confidence that, together, CIT will meet the transformative objectives of the Strategic Compass, and evolve into a sustainable organisation capable of meeting future challenges and responding to industry needs.

I thank the Board and all staff for their hard work and support throughout the year.



# PART B

**PART B:**  
ORGANISATIONAL  
OVERVIEW AND  
PERFORMANCE

# B.1 ORGANISATIONAL OVERVIEW

The Canberra Institute of Technology (CIT) is the largest registered training organisation (RTO) in the ACT and is committed to excellence in delivering its statutory functions.

CIT is a Territory Authority established under the *Canberra Institute of Technology Act 1987*.

## CORPORATE OBJECTIVES

CIT's corporate objectives, set out in its 2016-17 Statement of Intent prepared under section 61 of the *Financial Management Act* (FMA), are:

- > to operate as a customer service oriented institute that meets the twin objectives of operating as a public provider of vocational education and training (VET) and operating with a greater commercial and entrepreneurial focus in an increasingly contestable training market place;
- > to provide high quality teaching and operating practices for the benefit of students and clients;
- > to be the provider of choice for Canberra's current and emerging businesses and current and prospective students;
- > to be a major contributor to ensuring the ACT has the skilled workforce required to support the ACT's growing economy; and
- > to use financial practices that satisfy the requirements of the *Financial Management Act 1996* (FMA), including the associated Accounting Policy Papers, modelled on the requirements of Australian Accounting Standards, and which fairly present CIT's financial position, operational and cash flow results for planning and reporting purposes.

## STRATEGIC COMPASS 2020: EVOLVING TOGETHER

The CIT *Strategic Compass 2020 – Evolving Together* was launched by the CIT Board in 2016. Its goal is to strengthen CIT's position as a VET leader in an increasingly competitive market.

The Strategic Compass sets CIT's future directions and commitments around four themes:

- > **Shaping Change** through raising our ambitions to meet new expectations;
- > **Growing Our Region's Economy** through adapting our offerings to provide skills for the future;
- > **Advancing Canberra's Workforce** through contributing to the new economy and positioning for prosperity; and
- > **Transforming Our Business** through investing in our business for viability and value.

The Strategic Compass includes nine projects designed to deliver tangible, positive changes to CIT operations to 2020. Work on the projects began in 2016 and continued in 2017. Working under an overarching Strategic Compass Implementation Group, and where needed project steering committees, the projects made considerable progress across the year. (See B.2 for detail.)

The Strategic Compass projects are:

- > Evolve Together;
- > Digitalisation Project;
- > Australian Apprenticeship Project;
- > Evolving Teacher Project;
- > Innovative Learning Resources Project;
- > CIT Customer Experience Journey;
- > Business Development and Industry Partnerships;
- > Product Innovation Fund; and
- > Centres of Excellence – Campus Modernisation.

## CAMPUS MODERNISATION

Campus modernisation continues to be a focus for CIT and a key driver in the aspirations of the CIT Strategic Compass 2020. Campus modernisation will ensure that CIT is able to meet the evolving needs and expectations of modern learners, including the development of contemporary teaching and learning facilities and practices that reflect the digitalisation of teaching, learning and work environments. A CIT Board Campus Modernisation Subcommittee met six times in 2017 to progress planning to reduce CIT's footprint and reinvest funds into teaching and learning, and digital capability. (See B.2 for detail.)



## NEW EXECUTIVE AND FUNCTIONAL STRUCTURE

In June 2017, CIT adopted new executive management, functional and internal governance committee structures to ensure it had the breadth and depth of skills required in the right positions to achieve the aspirations of the Strategic Compass 2020 and ensure its successful evolution as a contemporary viable and sustainable education and training entity.

The new functional structure comprises four core function areas: delivery through five teaching Colleges and the CIT Yurauna Centre; business development and communications through the Industry Engagement and Strategic Relations division; development and maintenance of product through the Education and Training Services division; and enabling services and infrastructure through the Corporate Services division.

It also included a new, single College Director model to provide clarity around roles and lines of authority. In June 2017 new College Directors were appointed.

CIT Colleges and Yurauna Centre and their Directors are:

- **CIT Technology and Design** – Fiona Dace-Lynn;
- **CIT Business, Tourism and Accounting** – Fiona Mitchell;
- **CIT Pathways** – Lucy Marchant;
- **CIT Health, Community and Science** – James Dunstan;
- **CIT Trade Skills and Vocational Learning** – Anita Wesney; and
- the **CIT Yurauna Centre** - Caroline Hughes.

### CIT leadership team

Chief Executive Officer (CEO) Ms Leanne Cover is responsible for the efficient and effective administration of CIT and has strategic leadership responsibility for CIT's overall success. The CEO is accountable to the Board and is supported by an Executive Team.

A review of CIT's executive structure resulted in the creation of three new positions. From 1 September, 2017 the CIT Executive Team comprised:

**Executive Director, Corporate Services, Ms Anita Hargreaves** (from 1 September) has primary responsibility for ensuring the efficient operation of CIT and represents CIT and the ACT Government in significant negotiations, at Legislative Assembly

hearings, industry briefings, media interviews and other public forums. The Executive Director, Corporate Services reports to the CEO.

**Executive Director, Education and Training Services, Mr Paul Ryan** (from 15 September) is responsible for positioning CIT as an education and training provider which delivers quality and innovative educational products and services that meet student and employer needs. The position is accountable for overseeing and enhancing the quality of the overall CIT student experience, and to inspire, lead, guide and direct teachers, administrative staff and support services to achieve the highest standards of excellence. The Executive Director, Education and Training Services reports to the CEO.

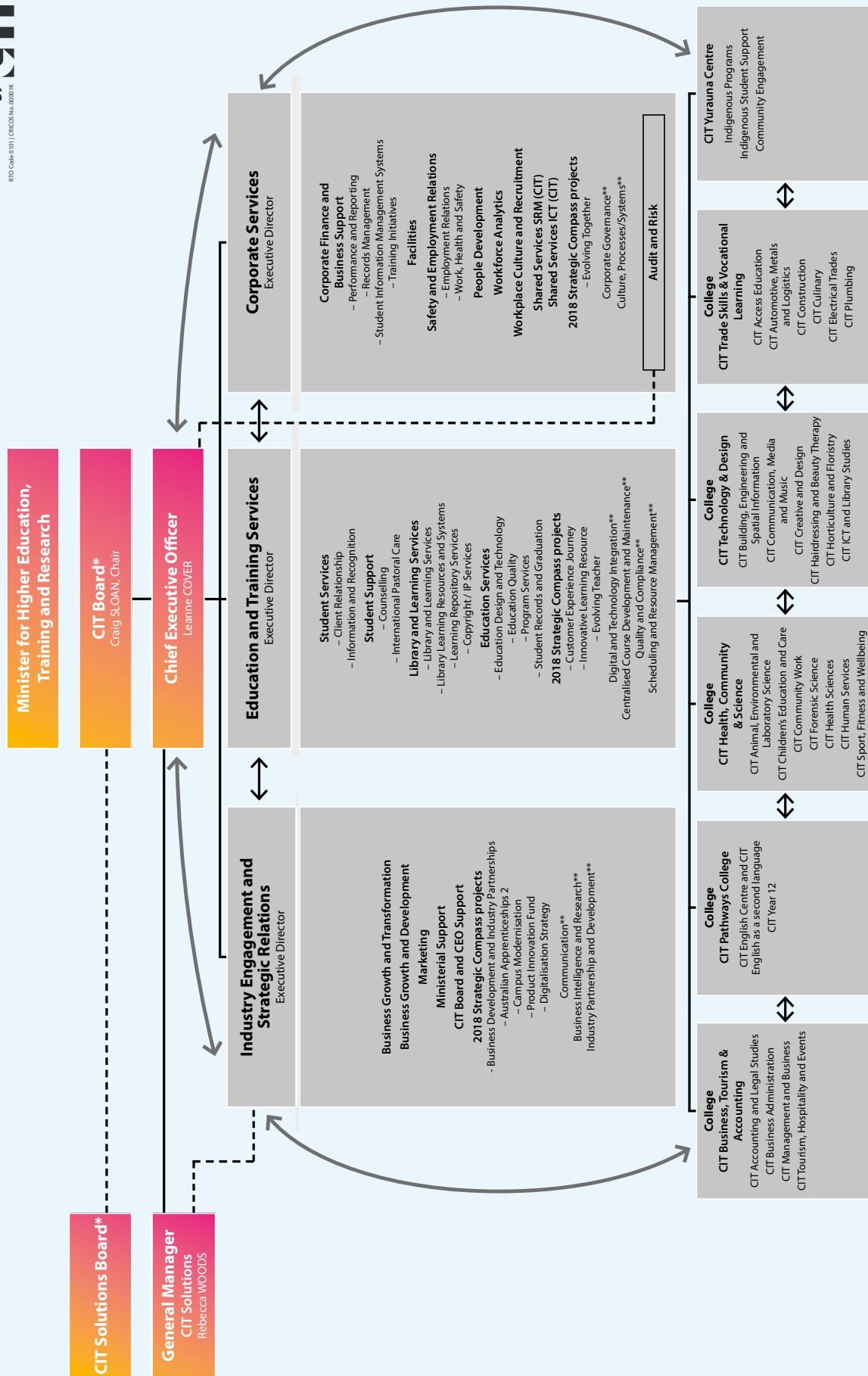
**Executive Director, Industry Engagement and Strategic Relations** (not filled in 2017) is responsible for overseeing the development and implementation of industry engagement strategies, brand positioning and marketing strategies to strengthen ties with industry and generate new partnerships. The position supports the ACT Minister for Higher Education, Training and Research, the ACT Government, CIT Board and CEO. The Executive Director, Industry Engagement and Strategic Services report to the CEO.

CIT acknowledges the contributions of former Deputy Chief Executive Carolyn Grayson, Chief Operating Officer, Yew Weng Ho and Executive Director, CIT People and Organisational Governance, Nicole Stenlake for their commitment and dedication.

## CIT BOARD

The CIT Board was established in 2015 under section 9 of the *Canberra Institute of Technology Act 1987*. The Board consists of a minimum of nine and no more than 11 members. Members are appointed by the ACT Minister for Higher Education, Training and Research. In appointing CIT Board members, the Minister must include: one elected CIT staff representative; one elected student representative; representatives of each ACT Government portfolio responsible for education, training and economic development; and up to six non-elected members with experience and expertise in business and industry, social policy, law, finance and digital technology. The CEO is also a Board member in accordance with FMA section 80(4) and brings VET skills and expertise.

# CIT Executive and Functional Structure



\* Overlap of Board Membership  
\*\* Relates to functions

As required by section 56 of the FMA, the CIT Board, under the responsible Minister, is accountable for the efficient and effective financial management of CIT. The CIT Board Charter outlines the roles and responsibilities of board members, code of conduct, conflict of interest and other information relating to meetings, subcommittees and administration.

In 2017, the CIT Board comprised three executive and six non-executive members, and held five meetings.

CIT Board Members during 2017 were:

- > **Mr Craig Sloan** (Chair);
- > **Ms Michelle Melbourne** (Deputy Chair);
- > **Ms Leanne Cover**, CEO;
- > **Dr Stephanie Fahey**, member (until February 2017);
- > **Mr Raymond Garrand**, member (from 1 July 2017);

- > **Mr Peter McGrath**, member;
- > **Mr David Dawes**, (ACTPS) (to 30 June 2017) Chief Minister, Treasury and Economic Development Directorate;
- > **Ms Kareena Arthy**, Chief Minister, Treasury and Economic Development Directorate (from 1 July 2017);
- > **Ms Natalie Howson**, (ACTPS) Education Directorate;
- > **Mr Waris Mughal**, (elected student member to 30 June 2017);
- > **Mr Brendon Moore**, (elected student member from 1 July 2017); and
- > **Ms Anita Wesney**, (elected staff member).

### Board Meeting Attendance in 2017

Name	Position	Meetings
Craig Sloan	Chair	5
Michelle Melbourne	Deputy Chair	5
Leanne Cover	CIT CEO	5
Raymond Garrand (from 1 July 2017)	Member	3
David Dawes	(ACTPS) Economic Development Directorate	1
Kareena Arthy (from 1 July 2017)	(ACTPS) Economic Development Directorate	1
Natalie Howson	ACTPS Education Directorate	4
Peter McGrath	Member	5
Anita Wesney	Staff Member	5
Waris Mughal (to 30 June 2017)	Student Member	2
Brendon Moore (from 1 July 2017)	Student Member	3
Stephanie Fahey (to February)	Member	1

### CIT Board Subcommittees

Name	Function
Audit, Risk and Finance Committee (ARFC)	Established by the Board in accordance with the ACT Government Internal Audit Framework and FMA s56 and s77, the ARFC provides independent, objective assurance and assistance to the Board on CIT's risk, control and compliance framework, and its external accountability responsibilities.
Campus Modernisation Subcommittee	The ministerial appointed Subcommittee reports to the CIT Board and has oversight of the implementation of the Campus Modernisation Strategy to determine the future of CIT campuses.

## CIT Board Activities

The CIT Board was focused on implementation of the *CIT Strategic Compass 2020 – Evolving Together* and the transformation of CIT business.

Board members participated in a governance review.

Board members also supported a range of CIT industry and student events and activities. Fostering strong partnerships among a large and very diverse range of community, industry organisations and businesses allows CIT to offer students truly practical, skills-based learning experiences. Board members contributed their time and skills to promoting CIT to industry and businesses partners in 2017, contributing to the development of skills training for new and emerging industries.

During the year, the Board Chair attended the CIT International Graduation Celebration, the annual all staff Evolving Together event, and CIT Staff Achievement Awards Ceremony, and represented

CIT at a range of industry, business and government events.

Campus modernisation continued to be a priority for the CIT Board with the CIT Board Chair also chairing the Campus Modernisation Subcommittee. Significant work has gone into planning the details of campus modernisation across CIT's main campuses of Reid, Bruce and Fyshwick. CIT has also worked with UNSW following the ACT Government announcement of a possible new UNSW campus as part of a city east education precinct. The Campus Modernisation Subcommittee met six times.

## CIT COMMITTEES

Under the CIT Internal Governance Committee Structure, CIT committees and networks are accountable to the CEO.

### CIT Committees and Networks

Committee Name	Committee Role
Executive Management Committee (EMC)	The EMC provides leadership advice to the CEO on CIT's strategic management and its efficient and effective operation. It is accountable to the CEO for performance outcomes through the implementation and monitoring of strategic, operational, educational, people and financial business plans and processes, and ensuring that appropriate frameworks, delegations, policies, procedures and resourcing support the delivery of CIT's strategic and operational objectives.
Academic Council	The CIT Academic Council provides educational leadership and advice to the CEO on CIT's strategic direction, regulation, risk, governance, quality and standards and performance.
People Committee (in operation till 1 September)	The CIT People Committee provides strategic human resources leadership and is responsible for setting directions for the full the range of people management matters, including the employment framework, workplace health and safety (WHS), organisational learning and development, workforce analytics and recruitment.
CIT Leadership Network	The CIT Leadership Network comprises senior management. It provides an opportunity to raise issues and disseminate information.
Work Health Safety (WHS) Policy Committee	CIT's WHS Policy Committee brings together CIT health and safety representatives to monitor and improve systems for managing health and safety and reports to the EMC.

## CIT Committees and Networks – continued

Committee Name	Committee Role
Information Management/Information and Communications Technology Committee (IMICT)	The IMICT Committee is responsible for developing and maintaining CIT's vision and advises the CEO on strategies for information management and information and communication technology and their future in VET.
Research Ethics Committee	The CIT Research Ethics Committee is responsible for approving research proposals in line with the CIT Educational Research Policy.
Reconciliation Action Plan (RAP) Committee	The RAP Committee is responsible for the development and implementation of CIT Reconciliation Action Plans. The working group is also responsible for promoting cultural awareness and recognition of Aboriginal and Torres Strait Islander peoples across CIT campuses.
CIT Green	CIT Green is a dedicated environmental reference group to: encourage and assist colleges to integrate the environmental sustainability principles into CIT curriculum; and develop specific, standalone environmental programs with industry and government.

## REMUNERATION FOR EXECUTIVES AND BOARD MEMBERS

All CIT executives were paid in accordance with ACT Remuneration Tribunal Determinations and relevant laws and instruments, including the *Public Sector Management Act 1994* and the *Public Sector Management Standards 2016*. Under the *Remuneration Tribunal Act 1995* the Tribunal determines remuneration for the CEO and members of the CIT Board.

## REGULATORY ENVIRONMENT

As an RTO, CIT is committed to continuous improvement supported by ongoing monitoring and auditing to ensure it delivers the nationally consistent, high-quality training and assessment services required to meet VET Quality Framework registration standards.

CIT is an approved delegate of the Australian Skills Quality Authority (ASQA). This allows CIT to modify its scope of delivery for training package qualifications.

In 2017, an ASQA Re-Registration Audit of CIT against the standards for RTOs found it was fully compliant without requiring rectification. CIT was granted ASQA re-registration for the maximum period of seven years.

CIT delivers 26 national training packages across the Australian Qualification Framework (AQF), from certificate I to graduate certificate levels.

As of December 2017, CIT's scope of registration included 207 current training package qualifications and 15 VET-accredited courses.

CIT is accredited by the Tertiary Education Quality and Standards Agency (TEQSA) as a non-self-accrediting, higher education provider.

The ACT Board of Senior Secondary Studies Policy and Procedures Manual identifies CIT as a recognised educational institution able to deliver the ACT Senior Secondary Certificate. CIT specialises in delivering the certificate to mature age students.

## ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

CIT is committed to promoting a culture that strengthens respect, relationships and opportunities for Aboriginal and Torres Strait Islander peoples through positive and inclusive learning, and workforce innovation practices.

### CIT Yurauna Centre

Yurauna is a Wiradjuri word meaning 'to grow'. CIT's Yurauna Centre is a dedicated service that provides teaching and support to Aboriginal and Torres Strait Islander peoples across a broad range of programs using a work model specifically designed to build capacity and community connections by removing barriers to education.

The issues and challenges faced by Aboriginal and Torres Strait Islander people, including families and children, are complex, varied and long term. The Yurauna Centre enhances employment opportunities for Aboriginal and Torres Strait Islanders through pastoral assistance and providing courses to improve literacy, numeracy, communication and vocational training.

The CIT Yurauna Centre provides a range of services including:

- > program and careers advice;
- > academic and tutorial support;
- > literacy and numeracy assessments;
- > academic and tutorial support;
- > help with enrolment procedures;
- > equity issues;
- > advocacy and mediation;
- > childcare;
- > time management;
- > outreach services;
- > referrals to other support services within CIT and the ACT region; and
- > accommodation.

CIT offers Year 12 to students that wish to study from the CIT Yurauna Centre. Through a combination of online information, teacher visits and support from Yurauna Centre staff, students are able to study in a supportive environment.

The Yurauna Centre works in partnership with a range of employment service providers and partners directly with employers to achieve positive outcomes for its students.

Throughout 2017, the Yurauna Centre held graduation ceremonies for Aboriginal and Torres Strait Islander students, attracting a generous crowd of families and friends eager to celebrate their achievements.

CIT Yurauna Centre's Aboriginal or Torres Strait Islander also offers cultural awareness training to small and large groups, and culturally sensitive training in a range of critical areas.

### Yurauna Director Elected to ATSIEB

In 2017, CIT Yurauna Centre Director, Caroline Hughes, was elected to the ACT's Aboriginal and Torres Strait Islander Elected Body, a testament to her leadership and commitment to securing improved outcomes for Aboriginal and Torres Strait Islander people.

### CIT Indigenous Student Scholarships

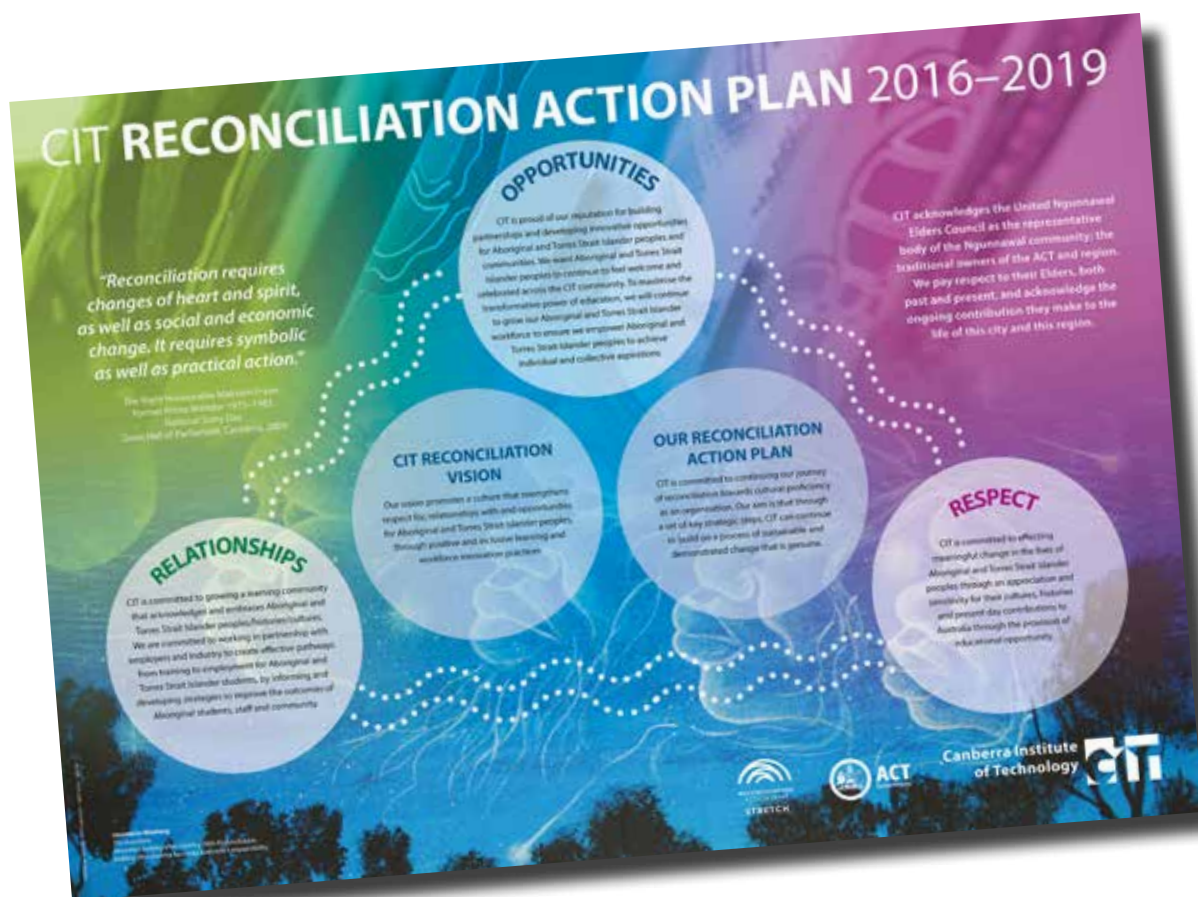
CIT Indigenous Scholarships have been available since 2003. The scholarships cover fees for full-time, part-time and flexible delivery study, and Recognition of Prior Learning.

In 2017, CIT provided 131 scholarships for Aboriginal and Torres Strait Islander students at a total cost of \$85,859.



The CIT Yurauna Centre Aboriginal and Torres Strait Islander cultural arts studio.





## CIT 'Stretch' Reconciliation Action Plan

CIT's vision is to promote a culture that strengthens respect for, relationships with and opportunities for Aboriginal and Torres Strait Islander peoples, through positive and inclusive learning and workforce innovation practices.

CIT's 'Stretch' Reconciliation Action Plan (RAP) 2016–19 committed it to three years of accelerated action to further build relationships, respect and opportunities for its Aboriginal and Torres Strait Islander students and the wider community.

CIT RAP Champions include Board members, CEO Leanne Cover, the Executive Management Committee and CIT Student Association.

A copy of the CIT RAP can be found at:  
[cit.edu.au/\\_\\_data/assets/pdf\\_file/0006/86478/160683\\_CIT\\_RAP\\_2016-19\\_screen\\_FA.pdf](http://cit.edu.au/__data/assets/pdf_file/0006/86478/160683_CIT_RAP_2016-19_screen_FA.pdf)

In 2017 the CIT Library made important strides in implementing the RAP including:

- a project to identify Indigenous learning resources in CIT Library collections was completed and the Liaison Librarian worked with Yurauna Centre teachers to develop the collection further;

- Aboriginal and Torres Strait Islander Library and Information Resources Network Protocols to guide CIT staff were promoted. The protocols enable good practice by CIT through appropriate interaction with Aboriginal and Torres Strait Islander peoples and handling of materials with Aboriginal and Torres Strait Islander content.
- Indigenous learning resources were promoted in the Library Guide;
- Indigenous art work was displayed in the library at CIT Reid;
- a CIT Library current awareness feed was provided to Yurauna Centre teachers;
- an information literacy session was delivered to 25 students; and
- CIT Library, CIT Student Association (CITSA) and the Yurauna Centre collaborated on fundraising for the Indigenous Literacy Foundation (ILF). 'Great Book Sales' held on Indigenous Literacy Day at CIT Reid and CIT Bruce raised \$827.80.

With CIT's Yurauna Centre, the CIT Business, Tourism and Accounting (BTA) College designed a Cultural Awareness Training program for staff. The program delivered on 6 December included a culture walk on country led by an Environment, Planning and Sustainable Development Directorate Indigenous

ranger, cultural communication awareness training led by a Yurauna Centre team followed by a cultural arts activity. The course deepened the staff's understanding of Indigenous history and culture, particularly relating to the ACT region and gave them a stronger appreciation of the background to the challenges Aboriginal and Torres Strait Islander students face. They gained a better understanding of appropriate means to provide student assistance, including the Yurauna Centre's support role. Staff feedback was very positive.

The CIT BTA College also welcomed Tyson Brown as their Indigenous Student Ambassador.

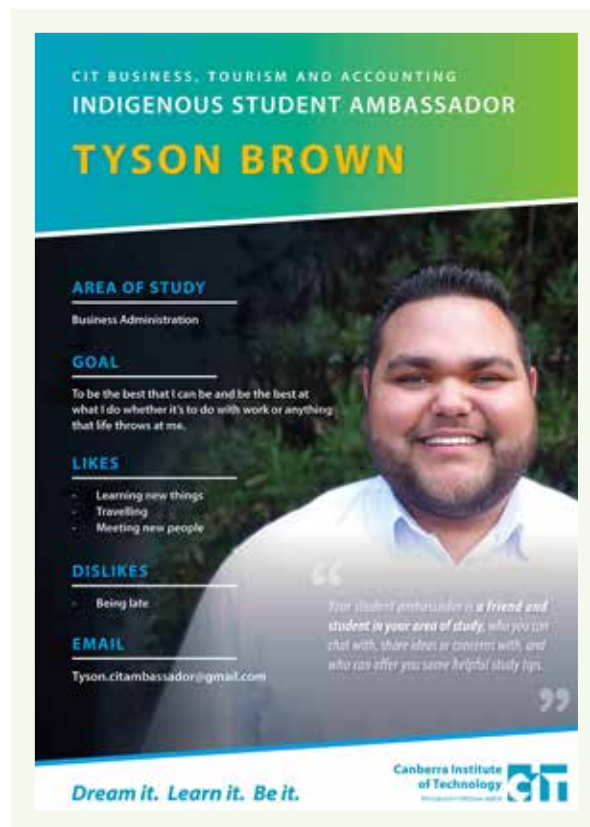
During the year, CIT staff and students participated in a wide range of activities to meet its RAP commitment.

While NAIDOC week is celebrated nationally in July, CIT celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander people on October 4 to allow all students and staff to participate in activities and support the local Aboriginal and Torres Strait Islander community.

During CIT's 2017 NAIDOC week, the Yurauna Centre team facilitated several powerful and inclusive events including screening a new Yurauna project *My Story, My Voice*, short films featuring CIT Aboriginal and Torres Strait Islander cultural arts students. The films were produced with the ACT Government and Photo Access (an ACT member-based visual arts organisation). The films captured inspirational stories of courage and personal achievement of the people and communities involved.

Other CIT RAP activities included:

- CITSA sponsored an Indigenous Student Summit in 2017 led by CIT graduate and 2016 CIT Indigenous Student Ambassador Ethan Taylor;
- CIT partnered the ACT's new Bush Healing Farm to provide training across a number of qualifications; and
- CIT staff joined the Sorry Day march on 26 May.



CIT staff joined the 2017 Sorry Day march on 26 May.



## CIT SOLUTIONS PTY LTD

CIT Solutions Pty Ltd is a wholly-owned subsidiary of CIT that reports to the Australian Securities and Investments Commission in accordance with the *Corporations Act 2001*. CIT Solutions remains the training provider of choice for many Australian Government departments and agencies and ACT Government directorates. For more about CIT Solutions' performance in 2017 see section B.2.

## SUPPORTING CIT STUDENTS

CIT takes pride in the diversity of its population and offers comprehensive student support services that reflect the diversity of its student body.

### CIT Student Support Services

CIT Student Support services include counselling, careers advice, disability support and financial assistance. Targeted support is also available for international students, mature aged, migrants and refugees, and youth. These confidential services available at all CIT campuses are free except for peer tutoring which attracts a small fee.

In 2017, Student Services experienced an increase in the number of students seeking support with a commensurate increase in the services it provided compared with 2016. There was also a marked increase in the complexity of issues students presented with, particularly in counselling and disability.

Across the year, CIT Student Support assisted more 2,000 people, with staff providing about 6,000 individual sessions. This included 3,109 sessions for 698 students with disabilities, and 1,139 counselling sessions for 648 students.

In 2017, CIT Student Services handled 43,916 phone calls, equivalent to the number handled in 2016. Student Services actioned 49,561 emails in 2017, an increase of about 20% compared with 2016.

To provide students a wider range of options to communicate with CIT, an internet 'live chat' service began in early 2017. In semester one, about 300 live chats took place, and by the end of semester two the number had increased to 1,759, a clear indication of this communication method's success and that CIT is responding to clients' needs more effectively.



**CIT Counselling**  
*Feel better, study better!*

Are you worried about your course?  
Is your family or relationship getting you down?  
Too stressed to sleep?

*Come to CIT Counselling for help with  
personal and study-related issues.*

Phone: (02) 6207 3290 | Email: [citcounselling@cit.edu.au](mailto:citcounselling@cit.edu.au)

<b>CIT BRUCE</b>	Room H136 – up the stairs above Café Yale
<b>CIT REID</b>	Room A110a – up the stairs behind CIT Student Services
<b>CIT Fyshwick</b>	Room A105 – up the stairs in the Auto building
<b>CIT TUGGERANONG</b>	Room T119 – up the stairs, on Level 1
<b>CIT GUNGAHLIN, CIT WODEN and AIE students</b> – contact us to make an appointment.	

**Dream it. Learn it. Be it.** Canberra Institute of Technology 

### Students With Disabilities

CIT aims to provide an environment where students with disabilities can study without disadvantage. CIT Disability Support works to provide suitable and reasonable adjustments to support students with disabilities, including health/medical conditions.

### Youth Support

CIT Student Support's Youth Advisor provides advice, support and referrals for students under 25 experiencing difficulties studying at CIT. The Youth Advisor helps with issues that may affect a student's ability to study effectively through holistic pathway planning, advice and referrals to other services available at CIT and within the ACT community.

### Aboriginal and Torres Strait Islander Student Support

CIT Student Support works closely with the CIT Yurauna Centre, which assists Aboriginal and Torres Strait Islander to expand their knowledge, abilities and confidence through skills training, advice and cultural support.

### International Student Support

CIT's large contingent of international students can access a range of support services, including help from subject teachers, peer tutoring and English Language Support, attend study support classes or access online support. Teachers or staff members are delegated as

Pastoral Support Officers in all departments to support international students. Counselling services are also available to all international students.

### CIT Safer Community Email

CIT introduced a Safer Community email contact system for early reporting of student behaviour issues, to seek advice and possible intervention. Staff are increasingly using this new system.

### Fee Assistance

CIT Student Support also manages the ACT Government's Fee Assistance program providing financial assistance for eligible students experiencing financial hardship.

In 2017, a total of \$338,866.70 in fee assistance was provided to 1,027 successful applicants.

### Specialist Migrant Support

Specialist migrant support is available for mainstream migrant and refugee students where learning needs cannot be met by other CIT programs.

A free, confidential online language, literacy and numeracy assessment for people wanting to assess whether they are 'study ready' or should first strengthen their foundation literacy and numeracy skills is available on the CIT website.



**MIGRANT SUPPORT TUTORIALS**

**Term 1** – Monday 12 February to Wednesday 11 April 2018  
**Term 2** – Monday 30 April to Wednesday 20 June 2018

Are you a migrant or refugee with English as an additional language?  
Do you need help understanding how things work in adult education at CIT?  
Do you need some help to get started with your studies this semester?

**If so, then come along to the Migrant Support Tutorials being held at CIT Bruce and CIT Reid.**

The tutorials for the first four weeks of each term will help you to:

- Use eLearn
- Understand your subject guides and assessments
- Plan for assessments
- Learn English language skills for your course.

After that, the tutorials will focus on what support you need individually.

The tutorial times and locations are below. Just come along! It is a drop-in session – you can arrive and leave at any time. You can also go to the campus you prefer, regardless of where you study.

CIT Reid – Library Area 5	CIT Bruce – Library Area 4
Monday 2.00pm – 4.00pm	Wednesday 2.00pm – 4.00pm

For further information, please phone or email Lesley on:  
(02) 6207 3335 | [lesley.cioccarelli@cit.edu.au](mailto:lesley.cioccarelli@cit.edu.au)

**Dream it. Learn it. Be it.**

Canberra Institute of Technology **CIT**

### ACT Work Experience Support Program (WESP)

CIT delivers the WESP program in partnership with the ACT Community Services Directorate Office of Multicultural Affairs CIT, an ACT Government initiative designed to provide newly arrived refugees an opportunity to gain an Australian qualification and work experience to help them transition into meaningful employment.

### CIT PARTNERSHIPS

CIT continued to grow and deepen its partnerships with hundreds of local and regional businesses, industry and community organisations. These crucial relationships ensure CIT can offer students the broadest opportunities to gain relevant on the job skills training and work experience, and have a positive impact on the ACT economy.

CIT's industry partnerships ensure it is able to respond swiftly to local employment needs and remains aware of business challenges. They provide CIT with intelligence on industry trends and potential opportunities to develop new products and services, including customised training to meet unique local business needs.

In turn, many local businesses provide CIT students with access to their work sites for onsite training delivery and offer students access to their professional staff for pro bono mentoring.

The relationships with community organisations provide work experience opportunities, scholarships and prizes to support and reward CIT students. This includes support for disadvantaged students seeking relevant skills training, or upskilling to secure employment.

CIT's close collaboration with local businesses, industry groups and community organisations to provide skills training and support to its students helps build social cohesion and lifts the ACT region's skills capability.

### CIT Scholarships and Prizes

CIT and its industry and community partners offer a range of scholarships and prizes to assist CIT students with tuition fees and study costs including funds for international and national study, and to reward them for outstanding performance in their studies. (See N for details.)

Section B.2 and Part N of this report details CIT's extensive engagement with local business, industry and community partners in 2017.

## CIT STUDENT ASSOCIATION

CITSA's mission is "to use the power of our partnerships (both on and off campus) to enhance the student experience". CIT works closely with CITSA.

CITSA provides non-academic support services to CIT students. It also operates bookshops and food and beverage facilities on CIT campuses, provides an online employment service and accommodation information, publishes a student and apprentice diary and organises student activities, including interstate trips and competitions. CITSA Offices on each campus are staffed by Student Support Officers who provide a range of support services, resources, advocacy and run students events.

CITSA membership is open to all CIT students.

The CITSA Council is an elected student body comprising nine elected students and two non-student representatives. The Council oversees the association's facilities and student services' management.

Industry networking events were a CITSA focus in 2017. CITSA partnered CIT on ApprenticeshipLink events held throughout 2017 that brought together employers and prospective students. A 'Get Connected' event organised by CSIRO's Ribit graduate job service involved over 200 participants including CIT students.

CITSA was involved in supporting positive student outcomes with CBRIn by hosting information sessions and sponsoring its Stir entrepreneurship platform

targeting the arts, crafts, design and humanities, and promoting Australian National University's (ANU) entrepreneurship program InnovationACT.

CITSA also facilitated in-class student forums to help CIT gather student feedback to ensure a positive student experience.

## CITSA Teacher of the Year Award

The annual CITSA Teacher of the Year Award attracted 1,329 votes from students. Based on student votes, awards are presented to teachers in each college and the Yurauna Centre, along with awards for CIT staff that have made a significant contribution to CIT students and CITSA.

In 2017, the 20<sup>th</sup> CITSA Teacher Awards were presented at a dinner attended by the CIT Board, ACT Minister for Higher Education, Training and Research Meegan Fitzharris MLA and award winners over the past 10 years.

The 2017 Teacher of the Year Award winners were: Samantha Goss (Technology and Design College); Christine Mayberry (Health, Community and Science College); Evan Street (Trade Skills and Vocational Learning College); Renee Brand (Business, Tourism and Accounting College); Joanne Woon (CIT Pathways College); and Roxanne Brown (CIT Yurauna Centre).

The 2017 CITSA Award for outstanding students support was jointly awarded to CIT Student Services Director Maria Dealy and Student Support Manager Rhonda Fuzzard.



CIT Student Support Manager Rhonda Fuzzard was joint winner of the 2017 CITSA Award for outstanding student support with Student Services Director Maria Dealy. L-R CITSA Council Chair Brendan Moore, Rhonda Fuzzard, CITSA General Manager Andrew Scotford.



## LOOKING AHEAD

CIT is central to delivering the ACT Government's vision of Canberra as an inclusive, welcoming society, open to diverse talents and determined to see its people reach their full potential.

CIT is a major contributor to the ACT's economic growth by providing a qualified and skilled workforce, increasing the skills of the self-employed, attracting international students, contributing to Canberra's innovation ecosystem and driving life-long learning for the region's economic and social benefit.

CIT will again produce thousands of job-ready graduates, for local and other employers. It will continue to help grow the region's talent by developing and delivering innovative skills training for new and emerging industries.

Central to achieving this is CIT continuing its journey of transformation through the implementation of the *Strategic Compass 2020 – Evolving Together*.

CIT priorities for 2018 include:

- > contributing to the ACT's open and diversified economy in key capability areas such as the renewable energy, cyber security and health sectors;

- > implementing contemporary teaching and learning to improve student experiences through the development of new delivery models to increase flexibility and accessibility;
- > strengthening our position as a leader of VET to be successful in an increasingly competitive market;
- > transforming its systems, technology and facilities by upgrading and updating CIT's physical and digital footprint, including through campus modernisation;
- > achieving sustainable growth and market share by revolutionising business processes; and
- > creating and maintaining a high-performing workforce; and
- > building on CIT's reputation as a trusted quality provider of VET for those employers in the ACT seeking skilled workers and learners wishing to gain qualifications.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## CIT Multi-award Winning Bakery Graduate

CIT bakery graduate Tiffany Davies was selected as 2017 ACT Apprentice of the Year at the ACT Training Awards after a year of extraordinary achievements.

Tiffany was awarded a Rotary Club of Canberra City Prize and CIT Medal for multiple achievements during her four-year bakery apprenticeship with Crust at Fyshwick at the 2017 CIT Graduation Celebration. Tiffany had won an Australian Baking Industry National Scholarship Award and CIT Award for Excellence during her training. She was also a national finalist in the prestigious annual baking prize, the 2017 LA Judge Award. Tiffany is now enrolled at CIT to study patisserie.



# B.2 PERFORMANCE ANALYSIS

## 2017 — A YEAR OF ACHIEVEMENT

- > Australian Large Training Organisation of the Year – CIT finalist
- > ACT Large Training Organisation of the Year – CIT Winner
- > ACT Apprentice of the Year – CIT Graduate Winner
- > ACT Trainee of the Year – CIT Graduate Winner
- > ACT Training Award for Industry Collaboration – CIT Partner Project Winner
- > CIT graduates propel Australia to top 10 skill nations at WorldSkills International
- > New CIT executive structure in place
- > 78 overseas study grants for VET students secured
- > New CIT TV ad launched
- > Global Wind Organisation training accreditation
- > Wind energy training starts
- > First cyber security graduate certificate offered
- > ACT's first barbering qualification offered
- > New asbestos safety course offered
- > New industry and business partnerships
- > Biggest CIT international student graduation ceremony on record
- > 1,329 students voted in the 20th CITSA Teacher of the Year Award
- > Student services handled 43,916 phone calls, actioned 49,561 emails
- > 1million+ sessions on the CIT webpage
- > 15,000 @CITCanberra Facebook followers
- > recycled 30 tonnes of scrap metal
- > recycled 95% of hairdressing and beauty waste products

## 2017 PERFORMANCE SUMMARY

### Key Performance Figures for 2017

A 2017 performance highlight was CIT's maintenance of its high student and employer satisfaction levels.

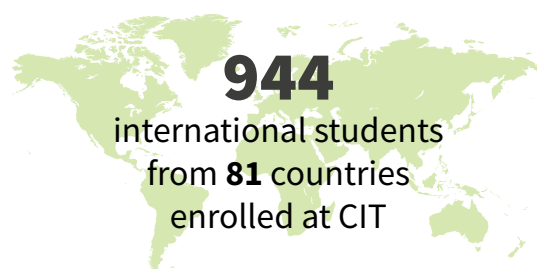
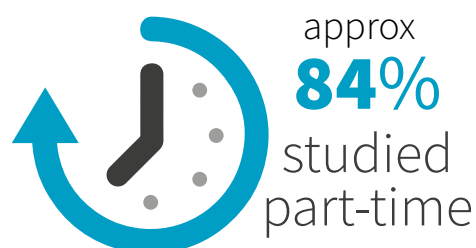
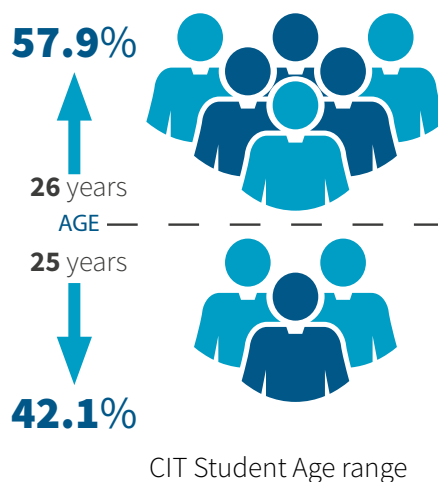
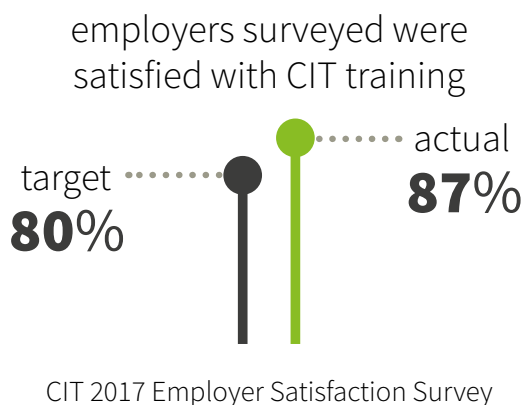
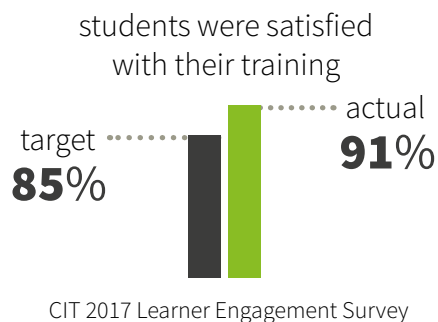
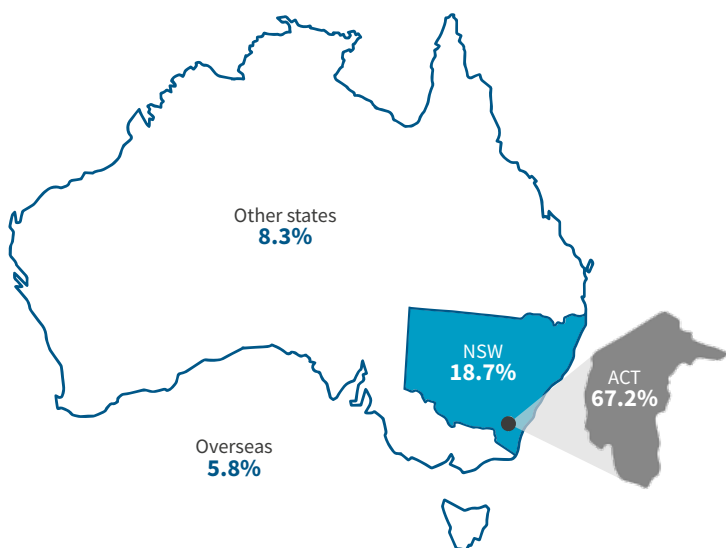
- > 91% learner satisfaction, which was 6% above target (CIT 2017 Learner Engagement Survey (LES)).
- > 87% employer satisfaction, which was 7% above target (CIT 2017 Employer Satisfaction Survey (ESS))
- > 84% of CIT graduates were employed after training compared with 73% nationally (NCVER 2017 National Student Outcomes Survey)
- > 93% of CIT graduates were employed or in further study compared with 86.0% nationally (NCVER 2017 National Student Outcomes Survey)
- > CIT's module pass rate was 82%, which was 7% above target
- > 4,210 program completions
- > 5.3 million training hours delivered
- > 29,934 program enrolments
- > 13,451 students enrolled in vocational programs
- > 8,309 students enrolled in commercial vocational programs, including international students
- > 8,186 recreational learners enrolled in adult and community education programs
- > 3,422 apprenticeships/traineeships
- > 944 international students from 81 countries
- > 795 self-identified Aboriginal and Torres Strait Islander students
- > 159 Australian School-based Apprenticeship (ASBA) student enrolments.

## 2017 Student Profile

During 2017 CIT continued to excel in its delivery of government-funded and commercial training, in increasingly competitive local, national and international markets.

In 2017 CIT student enrolments were:

- > 67.2% from ACT, 18.7% from NSW, 8.3% from other states and 5.8% from overseas
- > 42.1% aged 25 years and under, 57.9% aged 26 years and over
- > 84% studied part-time.



## ASQA RE-REGISTRATION

In 2017, CIT was audited by the Australian Skills Quality Authority against RTO standards to seek re-registration. CIT was found to be fully compliant against all audited standards without requiring rectification. CIT was granted ASQA re-registration for the maximum seven years.

Teaching staff, supported by Student and Academic Services, worked intensely throughout 2017 to achieve this outstanding result. Less than 25% of RTOs gain re-registration without rectification, and it is rare that a large, public, complex RTO, such as CIT, with a scope of over 350 current training products, gains re-registration across all audited standards without being required to complete further work.

This achievement has placed CIT in an enviable position among RTOs in Australia.

## STRATEGIC COMPASS 2020

CIT's *Strategic Compass 2020 – Evolving Together* was adopted by the Board in late 2016. Its goal is to strengthen CIT's position as a VET leader in an increasingly competitive market. The ACT Government has given strong support to the Strategic Compass projects, including an additional \$8.1 million to help implement the nine projects designed to deliver tangible, positive change to the CIT's operations.

The Strategic Compass sets CIT's directions and commitment around four themes:

- **Shaping Change** through raising our ambitions to meet new expectations;
- **Growing Our Region's Economy** through adapting our offerings to provide skills for the future;
- **Advancing Canberra's Workforce** through contributing to the new economy and positioning for prosperity; and
- **Transforming Our Business** through investing in our business for viability and value.

## CIT Transformation

There was substantial progress in 2017 on this critical, overarching aspect of Strategic Compass implementation

In 2017 staff and unions were consulted on revised CIT executive management and functional structures and a new internal governance committee structure.

The new structures were finalised in May and adopted in June 2017. The new structures ensure CIT has the breadth and depth of skills required in the right positions to develop a sustainable business model in line with the Strategic Compass 2020 and succeed in a challenging operating environment.

The new functional structure comprised five teaching colleges, CIT Yurauna and three divisions. It included a new single director model across colleges to provide clarity around roles and lines of authority.

In August 2017, the CIT Leadership Team began reviewing all college and business units to determine what resources they need to succeed in CIT's areas of competitive advantage.

The speedy and successful transformation of CIT's governance and business processes underpinned the solid progress of the nine Strategic Compass projects in 2017.

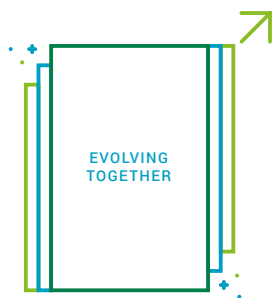
## Project Progress

The nine Strategic Compass projects began in earnest in 2017 working under an overarching Strategic Compass Implementation Group and, where needed, project steering committees.

The projects commit CIT to investing in its staff to attract and retain talented people for an energetic, innovative workplace and to upgrading and updating its physical footprint to provide better training opportunities for industry, business and community. This will involve:

- refreshing CIT's digital footprint with a new, responsive website and mobile applications to keep staff and stakeholders connected;
- streamlining systems and processes to revolutionise business processes to empower staff to be customer-centric;
- investing in staff by offering them exceptional professional development opportunities; and
- developing new course delivery models to increase access and flexible delivery.

Throughout the year, the project teams provided presentations and regular online updates to the CIT Board and staff.



## Evolve Together Project

Development of the Strategic Compass projects identified the need to invest in CIT's people to embed the culture and capabilities needed to successfully transform the organisation and realise the benefits of all other projects.

The most important aspect of CIT's evolution is its ability to fully realise all of the potential benefits through investing in our people as part of a learning and growth organisation and building on the platform for evolution that began through the Strategic Compass projects during 2017.

The Evolving Teacher Project is based on supporting a CIT culture to enable staff to meet the emerging training needs of its customers. This will support staff to respond to the changing needs of customers and deliver greater responsiveness and flexibility to CIT services and less reliance on external stakeholder support. The objective is to create a culture of self reliance and interdependence. By educating staff about the rapidly changing world of work, and the likely new work practices of the future, they will be better placed to respond to a rapidly shifting external environment.

In 2017, CIT launched new cultural traits and began work to embed them by aligning them with strategic workforce planning. The project will deliver targeted capability development programs for leaders and Australian Apprenticeships staff; and develop a systematic approach to workforce planning and capability development.

The benefits for CIT from the Evolving Together Project include:

- > investment in people, leading to an engaged high performance workforce;
- > a culture aligned to the aspirations of the Strategic Compass;
- > systematic approach to capability development and workforce planning is embedded, and
- > the exploration of new ways in which work will be conducted into the future to better place CIT staff to respond to the rapidly shifting external environment.

## 2017 Progress

Project work began in 2016 with the establishment of a CIT Culture Working Group (CWG) and the embedding of seven new CIT cultural traits: Customer Centric; Professionalism; Collaborative; Trusted; Adaptable; Accountable and Inspirational. The traits were presented to all staff at the 2017 Evolving Together event in February 2017.

During the year staff were surveyed to provide a baseline measure of CIT culture. Development of a workforce strategy to align organisational culture and the workforce with the Strategic Compass began.

Throughout the year the cultural traits were promulgated by empowering the CIT leadership team to share them and work across the organisation to embed them. The CWG led this work with the enthusiasm and drive needed to tackle a complex, people-focused task requiring leadership and sensitivity. One contemporary transformation practice the CWG used was to ask staff to focus on a different cultural trait every month throughout the year. Project activities included workshops on trait behavior, demonstrations of the traits, and sharing stories related to the cultural traits.







## Business Development and Industry Partnerships

The CIT Business Development and Industry Partnerships Project (BDIP) has included an information campaign and tools for staff to clarify roles, responsibilities and processes. It will improve the apprentice and trainee experience, improve compliance and ensure access to full apprenticeship funding.

The project will:

- > strengthen CIT's business development and industry partnerships in all segments with a view to recover market share in the ACT and the region;
- > trial and evaluate a consistent approach to all stakeholder engagement through a developed action plan implemented by an expanded centralised business development team;
- > implement a consistent approach to data collection for market analysis through a seamless customer relations management (CRM) solution; and
- > provide timely market intelligence support to colleges to improve course design.

The BDIP benefits for CIT include:

- > improved satisfaction for all stakeholders internally and externally, measured by increasing nominal hours and enhanced repeat business;
- > reclaiming and growing market share;
- > increasing student and employer satisfaction rates across all program areas;
- > trust in tailored product design leading to repeat business and referrals; and
- > all Strategic Compass projects linking through internal efficiency and increased staff morale.

## 2017 Progress

By December 2017, the BDIP project was in its final stages after meeting project milestones and preparing to transition to business-as-usual for 2018.

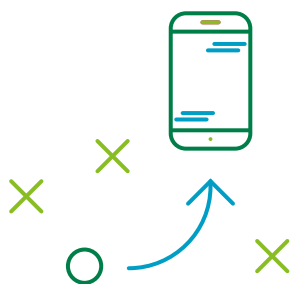
A significant outcome in 2017 was the creation of a new portfolio – Industry Engagement and Strategic Relations – bringing together the existing CIT areas of: international, innovation, strategic projects; Ministerial, Board and CEO support; and marketing, communications and brand management.

During the year, each college was presented with an industry intelligence report that included recommendations on educational products to package and offer to the market in 2018. Industry employers that participated in the stakeholder engagement phase of the project received feedback along with some potential employers.

The BDIP has increased collaboration across CIT with project and College teams working together to adapt and co-design products.



CIT and Charles Sturt University (CSU) signed a fresh Memorandum of Understanding in 2017 for CIT to continue to deliver its Bachelor of Business Studies. L-R: CSU Prof Tracey Green, CIT Director Elizabeth Nair and CIT CEO Leanne Cover.



## Digitalisation Project

The CIT Digitalisation Strategy Project will identify and implement digital technologies to better engage customers, and streamline and simplify business processes through:

- > a Digital Strategy and Roadmap showing how CIT can use technology to transform its customer service and business processes;
- > an eLearn and Customer Relations Management (CRM) systems review;
- > procuring and implementing technology to start CIT's digital transformation journey; and
- > identifying and implementing business process improvement technology to improve online enrolment.

The benefits for CIT from the project include:

- > the business is better positioned to meet customer expectations;
- > improved internet access and connectivity for staff will improve performance
- > a more user-friendly, fit-for-purpose CRM system;
- > making it easier for students to enrol; and
- > simpler CIT processes will increase productivity.

## 2017 Progress

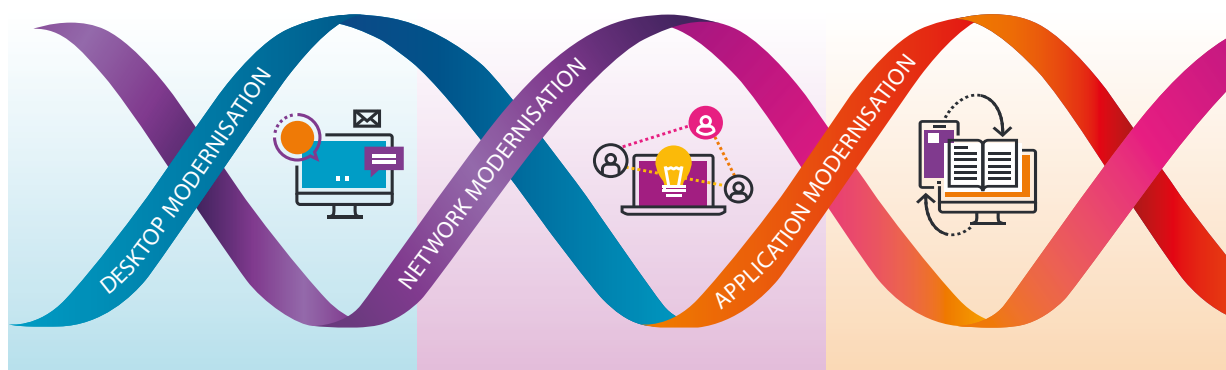
CIT started on its digitalisation journey in 2017. Research and analysis of CIT's needs in the digital space were completed and a digital strategy and roadmap were produced to guide future work and priorities.

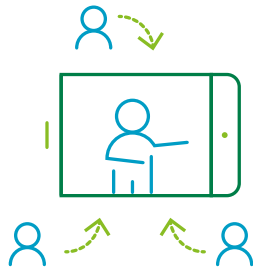
A review of ICT procurement and the 'fit for purpose' functionality of a proposed new CRM and Business Process Management systems were concluded. Enhancements to the online application process to simplify enrolments, improvements to the CIT website and eLearn platform were implemented.

The project engaged an eLearning consultant to deliver a CIT Digital Learning Strategy and implementation plan.

The 2018 plan will seek the CIT Information Management and Information Communication Technology Committee's endorsement in early 2018. It will include completing priority deliverables and a communications strategy. The plan will see desktop applications enhanced to improve usability; Microsoft Office 2016 rolled out; staff desktops will be modernised to allow mobile working; student laboratories will be replaced; faster and more reliable network connections and upgrades to the physical network will be completed; and outdated infrastructure decommissioned.

## CIT Digitisation Project DNA





## Evolving Teacher Project

The CIT Evolving Teacher Project will deliver a new approach to teacher professional development (PD) to provide teachers with opportunities to develop their capabilities as VET practitioners. In the current training environment it is critical for CIT to have a full toolkit of strategies to design and deliver contemporary teaching and learning practices.

The project will encourage teachers to extend their PD by charting new, tailored tools that can be accessed anytime, anywhere. It will:

- > provide a clear picture of what quality and contemporary teaching looks like;
- > develop a user-friendly capability matrix that supports teachers and managers to discuss PD;
- > trial and evaluate a new methodology for teacher PD; and
- > provide a suite of PD products aligned to the capability matrix informed by customer feedback and audit outcomes.

Project benefits include:

- > equipping teachers to meet changing student needs;
- > allowing teachers to seamlessly engage in ongoing PD;
- > a broad range of PD to meet the needs of new and advanced practitioners;
- > support to comply with RTO standards 2015;
- > supporting a learner-centred approach; and
- > building an engaged and high performing workforce.

## 2017 Progress

The Evolving Teacher Project had met its milestones and was near completion by December 2017.

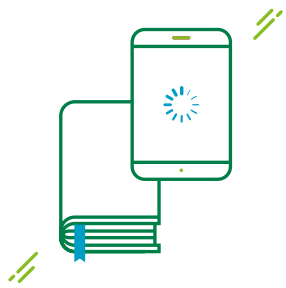
During the year, the project team formed a steering committee and worked with stakeholders across CIT through surveys, focus groups and structured interviews to determine its approach. The research component took multiple forms including collaboration with other TAFEs, academic research, and discussions with more than 200 teachers and department heads across CIT.

A key project achievement was to identify the professional learning capability needs of CIT teachers now and for the future. These were grouped under six themes: digital fluency; facilitation; assessment; professional engagement; learner centric and learning design.

The project team developed Quality Teaching Capabilities for Professional Learning and several open access, bite-sized online PD modules. Workshops across colleges were held to increase collaboration, provide teachers with more comprehensive training and embed a 'learning culture'.



The annual CIT Bridge Challenge attracts Year 10-12 students from across Canberra.



## Innovative Learning Resources Project

The CIT Innovative Learning Resources Project will develop a sustainable model to ensure all CIT learning resources comply with relevant federal and ACT legislation and regulations, and meet quality standards with a consistent look and feel. The overarching strategy is to enhance and modernise CIT flexible delivery practices, learning systems and associated resources and content to ensure the best learning experience for students

## 2017 Progress

During July and August, preparations for resource development pilots were completed. The pilots tested modifications to eLearn to complement the use of innovative learning resources and increased levels of flexible learning delivery.

Consultation session with delivery areas on the release of new eLearn course and content design guides and templates were held. A Master and Customised (M&C) model was chosen as the most sustainable. Testing course design for optimal use and delivery using the M&C model was completed.

Approved eLearn course and content templates and design guides to ensure consistent quality, look and feel across CIT learning resources were rolled-out online along with processes and strategies for sourcing, building and managing flexible learning content.

## Beach Safety For Body and Mind

For some CIT students it was the first time they'd seen a beach. For others it was a chance to work with people from diverse communities and cultures. Others learnt about leadership and the importance of building communities. Everyone had fun.

Supported by the Tedd Noffs Foundation's Takehold Program, CIT Pathways College teachers brought two groups of students together to learn multiple skills on an excursion to the NSW South Coast.

Fourteen students, from CIT's Year 12 Leadership Group and English students mostly from refugee and migrant backgrounds, headed to Broulee beach

for the day to learn about surf safety and survival training program.

While beach safety was a primary focus, the trip also introduced students new to Australia to local culture and connected them to other students. For the Year 12 Leadership Group, the trip was a chance to put mentoring and community service skills in action.

The creative and valuable learning experience was so successful teachers are planning more in 2018.







## Australian Apprenticeships Project

The CIT Australian Apprenticeships Skills Reform Project (Australian Apprenticeships Project) will improve CIT's customer service processes to capture digital data to more efficiently meet ACT Skilled Capital funding compliance requirements. The project involves 11 sub-projects identified in a 2015–16 Australian Apprenticeships Project.

This project will:

- > enable CIT to better meet employer needs and improve apprentice experiences;
- > provide innovative and technologically enhanced learning experiences, and improved business practices by removing data duplication and improving client touch points;
- > reshape perceptions in the ACT community as to the value of Australian Apprentices and long term career opportunities;
- > increase CIT Australian Apprentice enrolments, retention and completion rates, and reduce student and employer complaints;
- > improve skill and job outcomes for apprentices/students;

- > enable CIT to operate effectively in an environment of greater competition, recognising its important function in servicing the training needs of industry, regions and local communities;
- > ensure CIT can meet compliance requirements; and
- > reduce duplication of staff effort and provide increased financial efficiencies.

## 2017 Progress

Reform to fees saw concessions for Australian Apprentices made available from Semester 1, 2017. The CIT Fyshwick Apprentice Community Space was refurbished to integrate it with CITSA facilities.

A new WHS handbook to ensure staff continued to operate and maintain a safe environment for colleagues, students and stakeholders was developed for CIT's trade and high risk programs.

To clarify ACT Standards for Delivery of Training, the project reviewed all CIT processes against the ACT Standards Compliance Guide for Australian Apprenticeships. An ACT Funding Agreement Framework (ACTFA) quality manual was developed clarifying CIT's requirements for ACT apprentices and trainees by providing clear processes for all staff. The ACTFA manual was complemented with detailed procedures for new CIT staff.

Phase 1 of enhancements to the CIT student information management system (Banner) providing real-time access to data for students and employers began and a new information management tool to extract data from Banner was rolled out.



Students can begin training in carpentry at CIT Bruce while still at school.



## CIT Customer Experience Journey Project

The CIT Customer Experience Journey Project will improve understanding of customer expectations and create a systematic way to collect and report feedback to focus efforts on improving the customer experience.

Project benefits include:

- > identifying and understanding the drivers of customer choice and market segments;
- > understanding and documenting the customer journey to identify areas for improvement;
- > improved customer experience by transforming service delivery; and
- > improved market share by increasing the active promoters of CIT.

## 2017 Progress

In 2017 the project completed market research on the drivers of customer choice; user experience workshops mapped the customer journey to identify key pain points; and a new online system to regularly collect, report and measure customer feedback was implemented.

The market research involved interviews with 110 students across all campuses; 21 staff meetings; six workshops including students and staff; and surveys of current students and staff.

The project created a blueprint that visually articulated a 'future state' for CIT's student journey and identified the capabilities required to support them at each stage.

In November, CIT began distributing the new, regular student survey to gauge overall satisfaction with services and loyalty to CIT. Data collected is analysed using Qualtrics survey software and provided to staff on an online Student Experience Dashboard. By the end of 2017, about 870 responses had been received.



CIT media students collaborate on projects with CIT fashion, hair and beauty students.



## CIT Centres of Excellence – Campus Modernisation Strategy

CIT Centres of Excellence are being considered as part of CIT's Campus Modernisation Strategy to create state-of-the-art, fit-for-purpose learning environments to meet the needs of contemporary learners and the community.

The strategy will reduce CIT's footprint and reinvest funds into teaching and learning, and digital capability. Campus modernisation was a CIT Board focus in 2017.

The ministerially appointed appointed Campus Modernisation Subcommittee met for the first time in March 2017. The Subcommittee is chaired by the CIT Board Chair and is supported by a cross-directorate Campus Modernisation Working Group, which held its first meeting in April 2017.

Subcommittee members also include the CIT CEO, the ACT Under Treasurer in the Chief Minister, Treasury and Economic Development Directorate (CMTEDD)

and the Director-General of the Environment, Planning and Sustainable Development Directorate (EPSDD). Membership of the CM Working group includes representatives from CIT, CMTEDD and EPSDD.

The Subcommittee is tasked with developing a detailed program of capital works for each CIT campus. Once plans for each campus are confirmed, centres of excellence will be considered as part of the overall building design stage.

In 2017 the Subcommittee did significant work on planning campus modernisation across CIT Reid, Bruce and Fyshwick. It also worked with UNSW following the ACT Government announcement of an education and training hub in the city east education precinct near CIT Reid.

An important step to help realise the project aims will be to move media and music courses from outdated facilities at CIT Woden and Bruce to refurbished facilities at CIT Reid. A more consolidated CIT presence will ensure that students have better access to a full range of on-campus services. Locating music and media courses at CIT Reid places students in the heart of the city, opening up greater opportunities for collaboration and community engagement.



A CIT Bruce refurbishment in 2017 created a large, new student hub.





## Product Innovation Fund

Innovation is a driver for business growth in the ACT, across Australia and globally. The Product Innovation Project, backed by the CIT Board and a new CIT Innovation Fund, will embed innovative thinking across the organisation. The CIT Chair announced \$200,000 funding for the project at the February 2017 Evolve Together staff event.

The project encourages CIT staff to acquire the skills and knowledge needed to see innovative ideas come to fruition with workshops and mentoring sessions on funding, entrepreneurship and 'pitching' skills. A group of interested CIT innovators worked with external stakeholders to guide the selection and implementation of activities for implementation.

Five innovation principles were developed and tested with a pilot group to:

- > reach a shared definition of innovation at CIT;
- > continue to provide access to training opportunities to enable staff to think like innovators;
- > define innovation success through clear

and specific metrics across all levels of the organisation;

- > leverage CIT cultural traits to empower capable leaders in innovation; and
- > continue to transform CIT to further develop innovation-friendly management practices.

In partnership with the Canberra Innovation Network (CBRIn), 90 CIT staff attended an innovation workshop to build a collective understanding of innovation concepts and product development models. Staff teams were selected to continue working on their projects.

On 28 November, CIT held its first ever 'Pitch Night'. A total of 11 pitches were presented by staff teams to a panel of judges including the CIT Board Chair, Deputy Chair and CIT CEO. The panel awarded funding of up to \$25,000 to seven projects. Three projects were also selected for achievement awards.

In 2018, CIT will again partner with CBRIn to offer innovation skills training and mentoring to staff teams to prepare and pitch funding submissions.



Members of the CIT Pitch Night judging panel: CIT Board Chair Crain Sloan, Board Deputy Chair Michael Melbourne, CIT CEO Leanne Cover and Canberra Innovation CEO Petr Adámek.



# ‘Pitching Night’ Inspires Innovative Projects

A CIT staff member dressed as green algae spruiking a water purification project arrested the judges’ attention at CIT’s first ‘Pitch Night’.

In late November 2017, staff teams competed for a share of CIT’s \$200,000 Innovation Fund in front of a large, enthusiastic audience. The night was the culmination of the CIT Product Innovation Project program for 2017.

The Product Innovation Fund project is one of nine Strategic Compass 2020 – Evolving Together projects. It supports an “innovation in everything we do” mindset to encourage teachers and staff to come up with fresh ideas for products and courses.

The project offered ‘live in motion’ learning to CIT staff to help seek out innovative ideas for investment. Workshops and mentoring to build their innovation skills, including in co-design, entrepreneurship and ‘pitching’ skills, were also offered to staff.

The Pitch Night judging panel comprised Canberra Innovation Network representatives, CIT Board members and CIT CEO Leanne Cover. Teams pitched 11 innovative projects, with five walking away with solid grants to progress them in 2018.

Rodney Apps and J-Deon Easterby-Wood won the largest grant of \$25,000 for their Algae Machine project, a water purification process using algae that has the potential to engage students across the trades and in design and technology. The Algae Machine team also picked up the judges’ ‘Most Innovative Idea’ award.

A Mobile Training and Assessment project picked up \$20,000 to trial new technology, such as 360 cameras, to allow students to record evidence in the workplace.

Other standout pitches to secure grants included a Virtual and Augmented Reality for Training in Construction project (\$19,500) designed to create safe, simulated virtual learning environments for building and construction students.

A \$20,000 grant for a RazorSharp pilot project to make it easier and cheaper for experienced barbers to have their skills recognised was a crowd favourite.

A Flipped Apprenticeship project to use workplaces more effectively as apprentice learning environments won \$15,500.



At CIT’s first Pitch Night, Rodney Apps and J-Deon Easterby-Wood won a \$25,000 grant for their Algae Machine water purification project and the judges’ ‘Most Innovative Idea’ award.

## CIT SOLUTIONS PTY LTD

CIT Solutions Pty Ltd (the Company) is a wholly owned subsidiary of CIT that reports to the Australian Securities and Investments Commission in accordance with the *Corporations Act 2001*. CIT Solutions' audited financial statements are consolidated within CIT's financial statements in this report (see C.2).

CIT Solutions remains the training provider of choice for many Australian Government departments and agencies, and ACT Government directorates.

In 2017, the Company's revenue to the end of December was \$20.609 million. Following changes to the Public Sector Training Package, the Company invested heavily in redeveloping all its training programs. This provided an opportunity to alter its approach to training delivery and adopt a new learning management system.

The Company implemented new models of learning across the entire suite of training courses and effectively redeveloped over 30 qualification programs and hundreds of short courses.

The Company also embarked on the next phase of transformation – workforce adjustment. This leveraged off work in 2016 on new business systems and placed the company in a strong position for growth in coming years by organising it into three clear portfolios – National, International and New Business – to grow its business.

Core staffing numbers remained consistent throughout 2017 at the 115 range. All members moved into their new portfolios (National, International or New Business) with enhanced position design and career pathways. The contingent workforce also grew to meet the requirements of major onshore and offshore projects including the Department of Foreign Affairs and Trade (DFAT) International Language Training Contract.

Major contracts secured in 2016 were activated in 2017 and achieved growth in revenue and profit over the year due to enhancements designed for each project.

CIT Solutions continued its successful delivery of nation-wide programs. Highlights included the entry level and graduate programs for Australian Public Service Indigenous employees, International Language Training and programs in My Aged Care capability development.

CIT Solutions' offshore programs expanded in 2017 to include new offerings in PNG, Laos and most recently New Zealand.

## 2017 TRAINING AWARDS

### Australian Training Awards

CIT was a finalist in the 2017 Australian Training Awards, one of just three large RTOs to be selected for the prestigious Australian Large Training Provider of the Year award. It was the first time in 10 years CIT has been shortlisted as a national finalist, recognition that it is one of Australia's top training providers.

In November, an independent evaluator visited CIT to gather information relating to the judging criteria, a CIT team delivered a short presentation and participated in an interview with the national awards judging panel.

CIT's selection as a national finalist followed it winning the 2017 ACT Large training Provider of the Year award.

### ACT Training Awards

CIT's accomplishments were recognised at the ACT Training Awards in 2017 with a total of four awards.

CIT was again selected as the 2017 ACT Large Training Provider of the Year. The 2017 ACT Australian Apprentice of the Year Award went to CIT Certificate III in Retail Baking Australian Apprenticeship graduate Tiffany Davies. The ACT 2017 Australian Apprentice (Trainee) of the Year Award went to CIT Certificate IV in Leadership and Management graduate Taila Simons.

The 2017 ACT Industry Collaboration Award went to The Belconnen Community Service (BCS) Childcare Pre-Employment Program. CIT delivered the program for BCS and Riverview Projects (ACT) Pty Ltd.



CIT was a finalist for the Australian Large Training Provider of the Year award at the 2017 Australian Training Awards. L-R: CIT Executive Director, Paul Ryan; CIT Executive Director, Anita Hargreaves; CIT CEO, Leanne Cover; and CIT Board Chair, Craig Sloan.

## WorldSkills International

CIT teachers and students are very active WorldSkills Australia participants, with teachers volunteering their time and training skills to the organisation and individual apprentices and trainers competing in regional, national and international competitions.

In 2017, two CIT landscape construction graduates, Dougal King and Alexander Halls, helped propel Australia to the top ten countries in the world for vocational training. After winning a gold medal for their landscape project in the WorldSkills Australia national competition in 2016, Dougal and Alexander were selected in 2017 to represent Australia as members of the Skillaroos team to compete at the 44th WorldSkills International competition in Abu Dhabi.

## Rising Star Institution of the Year

CIT Tourism, Hospitality and Events Department was selected as the EventsAir Rising Star Institution of the Year in 2017. The award goes to an institution delivering the Rising Star curriculum and creates new learning opportunities with hands-on, student led events. CIT was recognised for demonstrating EventsAir's event technology platform providing students with a real-world experience using technology to run an event or meeting.

## CIT Graduates Bring Home International Awards

Outstanding performances by two CIT graduates helped propel Australia into the top 10 skill nations in the world in 2017.

CIT Landscape Construction graduates Dougal King and Alex Hall brought home a Medallion of Excellence each from the 44th WorldSkills International competition held in Abu Dhabi in October.

Dougal and Alex were part of WorldSkills Australia 'Skillaroos' team invited to compete in the

international competition after winning a Gold Medal in the national competition in 2016 for their landscaping project.

Congratulations also to their mentor and CIT teacher Michael Blasch, a volunteer with Worldskills since 2009.

All up, the Skillaroos took 15 medals away from the Abu Dhabi competition, bringing new recognition to the quality training delivered by Australia's vocational education sector.



CIT Landscape Construction graduates Dougal King and Alex Hall.



## Nestlé Golden Chef's Hat Award

A CIT culinary apprentice chef Kyle Williams was recognised at Australian longest running culinary competition for young chefs, the Nestlé Golden Chef's Hat Award.



L-R: Canberra Chef Jasmine Sawa and CIT culinary apprentice chef Kyle Williams at the Nestlé Golden Chefs Awards.

## INDUSTRY ENGAGEMENT

### Global Wind Organisation Accreditation

In 2017 CIT gained Global Wind Organisation (GWO) accreditation and started offering two, new wind safety and technical training courses in November.

As the exclusive provider of GWO certified training in this growing industry in the Canberra region in 2017, CIT is helping position the ACT as a national leader in renewable and clean energy.

CIT Trade Skills and Vocational Learning College Construction Department (High Risk area) designed and deliver the GWO accredited training with industry

assistance. A Siemens (Hornsedale Wind Farm operator) technician advised the department during a pilot nine-day program covering basic safety and basic technical training to GWO standards.

The five day basic safety training course covers first aid, manual handling, fire awareness and working at heights, essential training for workers in the large-scale wind energy environment. The four-day basic technical training course covers wind turbine mechanical, electrical and hydraulic disciplines. The training is delivered at CIT Bruce's purpose-built, high risk training facilities offering interactive and hands-on workshops and industry relevant scenarios for practical assessments.

### CIT ApprenticeLink

CIT ApprenticeLink events were held in January and October to connect employers and prospective CIT apprentices and trainees.

Skills Canberra field officers, Apprenticeship Network Providers, industry training providers, CIT teaching and CITSA staff provided information about employing apprentices and trainees in the ACT and NSW and CIT courses and support services.

Both events were extremely successful, attracting hundreds of prospective students and local employers, from the traditional and non-traditional trades and other industries, seeking to work with CIT to provide on-the job training apprentices and trainees need to complete their qualifications.



CIT ApprenticeLink events in 2017 connected hundreds of employers with apprentices and trainees.

## Cyber Security Collaboration

CIT became a founding member of the Canberra Node of the Australian Cyber Security Growth Network (AustCyber) in 2017. It was one of the first AustCyber nodes to be created due to the ACT's strengths in the cyber security ecosystem, and grew out of the Canberra Cybersecurity Network.

CIT was one of three higher education providers included in the node with UNSW and ANU. The University of Canberra (UC) has since joined. Other node members include Data 61 and the CBRIn.

CIT has been at the forefront of developing vocational cyber security training for the past three years. After developing a Graduate Certificate in Networking

and Cyber Security, it began delivering the course in 2017. The course was designed to upskill existing ICT professionals.

With AustCyber's support, in 2017 CIT joined TAFEs around the country to work on delivering new Victorian accredited certificate IV and advanced diploma cyber security qualifications. CIT will deliver the certificate IV in cyber security in 2018 as an integrated model using internships with industry employers to help students build of a portfolio of relevant cyber skills.

The ACT Government is strongly supportive of CIT's role in helping develop the rapidly growing cyber security sector.



AustCyber Launch of TAFE cyber security courses, Parliament House, Canberra. L-R: Jayne Miller, Director CIT Business Growth and Transition; Fiona Dace-Lynn, Director CIT Technology and Design College Director; Hon. Gai Brodtmann MP; Meegan Fitzharris, ACT Minister for Higher Education, Research and Training; and Leanne Cover, CIT CEO.

## Renewable Energy Battery Storage Training

In 2017 CIT began upskilling two CIT Trade Skills and Vocational Learning College Electrical Trades Department teachers in renewable energy battery storage training. The ACT Government has supported the CIT Renewable Skills Centre of Excellence focusing on battery storage training to complement its trial of installing battery storage in domestic dwellings.

To further prepare to deliver the training, in 2017 CIT forged a partnership with local renewable energy firm EPC Solar. CIT and EPC Solar are working to develop and maintain a practical battery storage and photovoltaic panel training space at EPC's Belconnen premises. CIT teachers will work with EPC Solar to leverage its access to building construction sites to develop practical, onsite training environments for students.

## Neoen Solar Energy Training Support

Leading French renewable energy firm Neoen, the Hornsdale Wind Farm developer contracted to supply the ACT with wind energy, provided exceptional support to 10 CIT students in 2017.

During a study tour in France and Spain, funded by Australian Government 2017 Endeavour Mobility Grants (see below), students met with industry practitioners, suppliers and installers to explore wind and solar energy, and renewable energy battery storage design and application. The students will apply their research to design sustainable homes and energy efficient buildings, and in their trades and renewable energy work practice.



CIT students traveled to France and Spain in 2017 to study renewable energy with leading firm Neoen's support.

## Award-winning SPARK Partnership

In 2017, the CIT Health and Community Services College extended its successful partnership with the Riverview Group ACT and Belconnen Community Services (BCS) to deliver training in human services, hospitality, landscape construction and conservation along with its Childcare Pre-Employment Program begun in 2016.

The partnership offers Belconnen community members innovative, accredited training focused on skills development, work experience and potential employment in sectors experiencing skills shortages.

CIT, Riverview and BCS were joint winners of the 2017 ACT Industry Collaboration Award for their SPARK Training and Employment Initiative.



CIT, BCS and Riverview Group's award-winning SPARK initiative delivered accredited training in early childhood education and care. © Photo courtesy of Ginniderry Joint Venture 2018



## CBR Innovation Collaboration

CIT is a foundation member of CBRIn of higher education and research institutions, businesses and government agencies created to spur collaboration on science and research to drive local business growth. CIT's close relationship with CBRIn rests on their collaborative work to identify future skills trends, encouraging start-up businesses and connecting CIT students and employers.

CBRIn worked with CIT in 2017 to deliver the Strategic Compass Product Innovation Fund, including providing staff training and mentoring, and participating in an event in November to select projects for funding.

In 2017, an audience of 250 attended a CBR Innovation Network First Wednesday Connect event at CIT Bruce that brought together creative business people, innovators and entrepreneurs.



About 250 people attended a CBR Innovation Connect event at CIT Bruce in 2017.

## New Barbering Qualification

CIT responded to the re-emergence of barber shops and the rapid rise in demand for qualified barbers with a new training program in barbering skills in 2017.

CIT staff worked with the Australian Hairdressing Council and colleagues at TAFE NSW Ultimo to design a new industry-recognised barbering qualification – Certificate III in Barbering SHB30516. Experienced guest barbers support the four-semester training program. New CIT salons were designed to replicate commercial barber shop environments.

The program has attracted new students to CIT, including experienced barbers and qualified hairdressers wanting to gain industry recognition for their specialist skills. Leveraging its long and close relationship with the ACT hairdressing sector, CIT secured work placements for five apprentices at various Canberra barber shops.

## New Innovation Maker Space

In 2017, CIT Reid opened its doors to 'makerspace' opportunities for students that offer programs and mentoring in innovative product ideas and development.

Two local 'start up' companies Tools by Hollie and The Creative Element were given the opportunity to demonstrate innovation in action by setting up shop at CIT Reid. Both local small manufacturers have been given access to CIT Reid facilities, services and equipment.

Hollie Bells' small manufacturing business produces mannequins to order using 3D printing technology. The technology has applications for people with disabilities, sports clothing and fashion designers.

Erica Hediger's enterprise uses a range of technologies, including robotics, computer assisted drawing, induction moulding and 3D printing, to produce engaging, educational, and entertaining events.

## INTERNATIONAL ENGAGEMENT

### 2017 VET Mobility Grants

In 2017, CIT was awarded 78 Australian Government Endeavour VET Outbound Mobility Program Grants to support CIT students' international travel to deepen their education.

The grants of \$2,000 per student for short-term overseas study programs provide students with an opportunity to travel while they study. CIT has been exceptionally successful in attracting the grants, offering students unique learning experiences to complement their social, personal and professional career development. In the four years CIT has delivered this program it has sent more than 200 students overseas to study.

In 2017, with the support of Endeavour Mobility Grants:

- 10 CIT students travelled to France and Spain to learn about advances in renewable energy design, installation, battery energy storage and energy efficiency;

- 10 CIT students travelled to Singapore to study beauty therapy and international hotel and resort management at the Singapore Republic Polytechnic;
- for a second year, 20 CIT students travelled to New Zealand to study horticulture, sustainable food production and culinary skills;
- 10 CIT business students travelled to the United Arab Emirates to study international hotel management;
- CIT's photography course again sent 10 students to Indonesia to further their studies;
- 10 CIT veterinary nursing students travelled to Thailand to study zoology; and
- 8 CIT students travelled to Cambodia to study sustainable clothing production in remote locations.



CIT business students traveled to the United Arab Emirates to study international hotel management.

## International Partnerships

Throughout 2017, CIT building construction graduate and 2016 Australian Apprentice of the Year Shane Dealy carried out his duties as a vocation education ambassador travelling across the country and to India and the United States to spread the word on CIT and Australia's publically-funded VET sector.

CIT took part in the Australia India Skills Mission in April 2017 in New Delhi. CIT continued to work with TAFE Directors' Association and the Australian Government and delivered leadership training to over 100 delegates.

In March 2017, CIT culinary students, CEO Leanne Cover and CIT staff members joined an ACT Chief Minister's business delegation to Singapore. The visit spurred the development of an innovation and entrepreneur program and student exchanges in culinary, cyber security that will strengthen the ACT-Singapore relationship.

In late March, CIT staff travelled to Singapore to attend a Career and Technical Education Summit hosted by CISCO and Optus on the implications for digital on the economy, training sector and vocational training institutions. Delegates visited Temasek Polytechnic to view 'smart classrooms' and to observe how they are working in partnership with industry to provide new approaches to engaging students in applied research leading to innovation. CIT delegates established a business with Temasek Polytechnic which later saw CIT students and staff visit Temasek to discuss curriculum design to foster innovation skills development in students.

## OTHER CIT PERFORMANCE HIGHLIGHTS

### Return to Work for Women Program

The popular Return to Work for Women (RTWW) program garnered even more ACT business partners in 2017. Nineteen graduates were offered work experience by: ACT Education and Training Directorate; the Honorable Gai Brodtmann MP; ACT Minister Shane Rattenbury; ACT Gordon Ramsay MLA; ACT Bec Cody MLA; Federal Department of Veteran Affairs; Epilepsy ACT; UNSW; Richardson Primary School; Bonython Primary School; Gordon Primary School; Icon Water; Kippax Vet; Volunteering and Contact ACT; Bookplate; Capital Health Centre of Traditional Chinese Medicine; Australian Diabetes Educators Association; Archives ACT; BigW Canberra Centre; and Canberra Business Chamber.

Invited guests that attended RTWW graduation in 2017 included the Hon Gai Brodtmann MP, Bec Cody, MLA and Joy Burch MLA.

### ACT Refugee Work Experience Program

CIT participated in the ACT Governments' Work Experience Support Program (WESP) program in partnership with the Community Services Directorate (CSD) Office of Multicultural Affairs. WESP provides newly arrived refugees with an opportunity to gain an Australian qualification and work experience to assist their transition into meaningful employment.

On 15 December, a ceremony for 20 WESP graduates was held at the Legislative Assembly following 12 weeks of CIT training and ACT Government work experience. WESP graduates completed work experience in CMTEDD, EPSDD, CSD, Justice and Community Safety Directorate, Canberra Hospital, and CIT.

### New WHS Strategy and Audit

During the year, a WHS Strategy 2017–2019 was developed that focussed on strengthening CIT's risk management framework's implementation, supporting health and wellbeing at work, improving safety engagement and informing staff of their WHS expectations and accountability.

A tri-annual external WHS audit conducted by RSM Australia examined CIT's compliance with the ACT *Work Health and Safety Act 2011*, due diligence and high risk activities' management. It found that overall CIT had "a robust and well planned approach" to WHS. The RMS report said:

*"There is a dedicated team of staff responsible for information, policy and training in matters related to WHS and a centrally stored and shared repository of information and policies. There is evidence of a strong culture of WHS awareness within the various colleges and campuses visited, with WHS top of mind for both teachers and students as well as support staff. Managers interviewed demonstrated a sound understanding of their due diligence obligations and were able to show evidence to demonstrate their compliance with requirements."*

## B.3 SCRUTINY

### ACT LEGISLATIVE ASSEMBLY INQUIRIES

In 2017 three ACT Legislative Assembly Committee Inquiries related to CIT:

- > **Report on Annual and Financial Reports 2015–2016** – The Standing Committee on Education, Training and Youth Affairs Report was tabled in the ACT Legislative Assembly by Committee Chair, Chris Steel MLA on 11 May, 2017. Of the twelve recommendations made by the Committee two related to CIT. The Government response was tabled on 21 September, 2017. These are detailed below
- > **Report on Annual and Financial Reports 2016–2017** – CIT attended the public hearing on November 2017. The Standing Committee is due to report to the Legislative Assembly on 2016 calendar year reports by the last sitting day in March 2018.
- > **Report on Appropriation Bill 2017–2018 and Appropriation (Office of the Legislative Assembly) Bill 2017–2018** – The Committee made 158 recommendations. No recommendations related to CIT. The Government tabled its response on 15 August 2017.

#### Recommendations: Standing Committee on Education, Training and Youth Affairs

##### Standing Committee on Education, Training and Youth Affairs Report No 1 – Report on Annual and Financial Reports 2015–2016

Recommendation	Government response	Status
<b>RECOMMENDATION 10</b> The Committee recommends that: CIT include in its 2017 annual report updated information on progress of its campus modernisation strategies, particularly regarding the CIT Woden campus closure.	<b>AGREED</b>	<b>COMPLETED</b> Information on campus modernisation is included in section Part B of this report
<b>RECOMMENDATION 11</b> The Committee recommends that in its 2017 Annual Report, CIT report on progress towards reducing printing costs at CIT.	<b>AGREED</b>	<b>COMPLETED</b> Information on CIT printing costs is included in Part C of this report

### ACT Auditor-General

There were no ACT Auditor-General reports relating to CIT during the year.

### ACT Ombudsman Reports

There were no ACT Ombudsman's reports relating to CIT during the year.

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#### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## B.4 RISK MANAGEMENT

Risk management is an integral component of CIT governance and embedded within the CIT Business Plans and *CIT Strategic Compass 2020 – ‘Evolving Together’*.

CIT’s risk management policy, guidelines and tools are based on the Australian/New Zealand Standard on Risk Management (ASNZS 4360:2004) and ASNZS ISO31000: 2009. The ACT Insurance Authority risk management guide and toolkit has been adopted as the risk assessment tool for all risk across CIT apart from WHS.

The CIT Environmental Risk plan provides the foundation for assessing CIT strategic business risk, which includes risks associated with fraud and corruption, and the Strategic Compass program. CIT’s risk profile was assessed against the following five key priorities:

- > attractiveness and competitiveness;
- > sustainable cost and profitability;
- > compliance with quality standards;
- > protecting CIT business and community; and
- > ability and willingness to transform.

Risk management projects were led by the Executive Team working with Directors and Department heads to continuously improve CIT’s overall performance. Progress against mitigation strategies was dynamic and reported quarterly to the Audit, Risk and Finance Committee (ARFC) and EMC. Risks were assigned to Executive Team members and Directors for oversight, monitoring, implementation and review.

CIT’s emerging risks were identified through:

- > regular discussions with the executive team and directors and on the monitoring of outcomes;

- > implementation of internal audit recommendations;
- > the development and ongoing maintenance and progress reporting of the risk management plans, including the Fraud and Corruption Control Plan; and
- > overall reporting as part of CIT internal performance and annual audit and review program.

CIT managed financial risks through a clearly defined financial management framework that included:

- > clearly established ownership of internal budgets;
- > monthly variance reporting by senior management;
- > quarterly strategic review of financial performance and corrective action as required by the executive;
- > regularly updated financial policy, procedures and practice documents;
- > targeted training for all staff with financial responsibilities; and
- > continual monitoring and review of process improvements.

Business continuity, emergency management and personnel incidents were taken into consideration as part of strategic risk management. CIT regularly reviewed its personnel incidents and emergency management procedures and practices, supported by general and specialised training of key staff.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960



## B.5 INTERNAL AUDIT

The CIT Audit, Risk and Finance Committee (ARFC) performs a key corporate governance role, reporting to the CIT Board as a sub-committee. The ARFC operates under an annually reviewed Charter of Activities and in line with the Australian National Audit Office's better practice models.

An internal audit and risk team supports the ARFC to provide independent, objective advice, assurance and assistance to the CIT Board on risk control and compliance, and its external accountability responsibilities.

The CIT Board authorises the ARFC, within the scope of its role and responsibilities, and through the audit and risk team to:

- obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information);
- discuss any matters with the internal or external auditor, or other external parties (subject to their legal obligations);
- request the attendance of any employee, including the CEO, at committee meetings; and
- obtain legal or other professional advice, as considered necessary to meet its obligations, at CIT expense.

ARFC agendas were based on a 2017 planned annual work program derived from the CIT strategic risk profile and responsibilities documented in the ARFC Charter. After each meeting, the ARFC Chair reported to the CIT Board Chair and CEO on significant matters that may have affected operations. The CEO reported any issues arising to the EMC.

ARFC members are appointed for two years, apart from the Chair who is appointed for three years. It includes an ACT Auditor-General Office representative as an observer.

During 2017, the CIT ARFC Committee comprised three independent members. An outgoing independent member was replaced in January 2017. CIT's newly appointed Executive Director, Corporate Services replaced the outgoing COO as an observer and, as the senior executive responsible for business integrity risk, reported to the committee on all financial matters.

Seven ARFC meetings were held during 2017, three focussed on financial matters and the remainder on its annual work program.

The annual internal audit and review program aims to promote continuous improvement and generate advice on whether CIT is operating efficiently, effectively and in compliance with relevant laws and regulations. Audits and reviews by an internal audit and review team and external contractors ensures a balance of independent and objective advice is provided to the ARFC, CIT Board and CEO.

All internal audits and reviews were aligned with CIT's strategic risks, mapped against its environmental risk profile. Consultations were held with the executive team and directors to ensure priority risks were considered as part of the ARFC's work program. Actions against recommendations were monitored through to implementation, including those relevant to CIT from external audits, such as the ACT Auditor-General's Office.

A total of five internal audits and reviews were completed in 2017. ARFC progress against its work program was reviewed at all meetings and relevant findings, recommendations and implementation progress discussed to ensure it was on track. All audits and reviews were completed on time and within budget.



## ARFC Meeting Attendance 1 January–31 December 2017

Name of Member	Position	Duration	Meetings attended
Mr Bruce Papps	Chair Independent	January–December	7
Mr Peter McGrath	Deputy Chair Independent and CIT Board member	January–December	6
Ms Margo Wade	Member	January–December	7
Mr Yew Weng Ho	Chief Operating Officer Observer Status	January–August	4
Ms Anita Hargreaves	Executive Director Corporate Services Observer status	September–December	3
Ms Chloe Woolfe	Auditor-General's Office Observer status	January–November	5
Mr Berk Canturk	Auditor-General's Office Observer status	November–December	2

### For more information:

Executive Director, Corporate Services

(02) 6207 8960

## CIT Media Students Livestream From Government House

CIT media students made a significant contribution to the nation in 2017 when they twice broadcast live from Government House in Canberra.

Governor-General Sir Peter Cosgrove invited CIT media students to work with Government House to livestream online two Australian Honours Investiture ceremonies in 2017.

The live streams allowed all Australians, and importantly families and friends of those honoured to share their very special moment, wherever they were in the world.

The hands-on learning experience was also invaluable for the media students.

Inside Government's House's main hall students set up four-camera shoots around to record Sir Peter investing recipients of Australian honours, awards and bravery decorations.



In another room, other students took turns directing the live shoot and ensuring it was broadcasting on social media.

In April, during their first visit to CIT Bruce, Sir Peter and Lady Cosgrove met with the media students to thank them for their contribution.

## B.6 FRAUD PREVENTION

Under Section 13 of the Public Service Standards 2006, the CEO is required to ensure that agency integrity is addressed through a Fraud and Corruption Prevention Plan that is reviewed every two years. As part of the review process, an integrity risk assessment must assess changes to an organisation's operations and environment since the last plan.

The Senior Executive Responsible for Business Integrity Risk (SERBIR) is responsible for the implementation of CIT's Fraud Control Framework.

CIT's fraud and corruption strategies aim to build and support a compliance culture focused on CIT's outcomes and that reflect:

- > transparency and accountability;
- > the application of risk-based decision making; and
- > a commitment to best practice.

### FRAUD CONTROL FRAMEWORK

The CIT Fraud Control Framework provides it with a robust, reliable and systematic approach to aid in preventing, detecting, reporting and responding to fraud allegations. The framework operates in accordance with key elements such as:

- > fraud and corruption definitions and policy statement;
- > responsibilities for fraud control within CIT;
- > including the SERBIR;
- > strategies to guide managers with prevention;
- > detection, and prosecution; and
- > public interest disclosure.

### FRAUD RISK PROFILE

In line with the framework, CIT also maintains a Fraud Risk Profile that is monitored and reported on every six months to the CIT Board, Executive Management Committee and the ARFC.

The profile identifies CIT's key risks, including their source and impact, and identifies a range of mitigating strategies to tackle the risk. The Executive and Senior Managers provide input to a biennial review of the framework and corresponding risk profile.

A CIT Audit and Risk Manual contains checklists to assist managers with fraud detection and prevention. Six-monthly reminders of fraud prevention and detection strategies are distributed to all staff by the SERBIR. Fraud and corruption prevention is part of CIT's induction program and face-to-face presentations are provided to staff on request or where a need has been identified.

CIT also endeavours to protect those who provide information concerning suspected fraud. This protection is extended to everyone involved in CIT activities, including staff, consultants, contactors, and the public, in accordance with the *Public Interest Disclosure Act 2012*.

In 2017, two instances of fraud were detected and reported alleging equipment losses of less than \$5,000, and staff personal belongings. CIT has addressed the security issues to both prevent and minimise future occurrences.

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#### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## B.7 WORK HEALTH AND SAFETY

The work and teaching environments used by CIT staff and students reflect the diversity of its business. Given the inherent risks faced by staff, students and visitors, this means a robust WHS management system is required.

CIT has a comprehensive WHS management system that ensures it complies with the WHS Act. The CIT Board, executive and staff are committed to addressing WHS matters and continuously improving WHS practices.

Major WHS activities in 2017 included:

- > A CIT WHS Strategy 2017–2019 was developed focused on strengthening the risk management framework's implementation, supporting health and wellbeing at work, improving safety engagement and making clear to staff WHS expectations and accountability.
- > A triennial external WHS audit by RSM Australia covered compliance with the WHS Act, due diligence requirements and management of high risk activities. The audit found CIT had 'a robust and well planned approach ... evidence of a strong culture of WHS awareness' and that managers 'demonstrated a sound understanding of their due diligence obligations'.
- > In 2017, CIT was not issued with any improvement, prohibition or non-disturbance notices (under Part 10) or any enforceable undertaking (Part 11) of the WHS Act. There were no findings of a failure to comply with a safety duty under Part 2, Division 2.2, 2.3 or 2.4 of the Act.

### NOTIFIABLE INCIDENTS

Section 38 of the WHS Act outlines conditions under which a serious workplace incident must be reported to WorkSafe ACT.

During 2017, there were no incidents at CIT that required notification to the regulator.

### WORKER CONSULTATION

In February 2017, an election to fill all CIT Health and Safety Representative (HSRs) roles saw 33 new representatives appointed, all of whom had completed identified training by the end of 2017.

HSRs attended quarterly WHS Committee meetings on each of the major campuses. The campus-based committees are chaired by a senior manager and provide an opportunity for consultation on WHS matters directly affecting staff on each campus. Campus-based committees each nominate two HSRs to attend quarterly CIT WHS Policy Committee meetings. These meetings are chaired by the Executive Director, Corporate Services and provide an opportunity to consult on CIT-wide WHS matters. Notes from the WHS campus-based and policy committees are available to all staff on the CIT intranet.

### HEALTH, SAFETY AND WELLBEING INITIATIVES

A number of CIT health, safety and wellbeing initiatives occurred in 2017, including:

- > placarding across CIT was reviewed to ensure it complied with the Global Harmonised System for chemical labelling and identification, before ACT legislation introduced;
- > a WHS spot check program by CIT's WHS Advisor was done to further support CIT's formal WHS audit process;
- > free influenza vaccinations were offered to all staff;
- > a free health check program with follow up presentations on Breaking Bad Workplace Habits and Healthy Hearts was offered to staff;
- > manual handling training was developed and implemented in areas with high levels of manual handling activity;
- > presentations were delivered to work areas on resilience, early intervention and staff responsibilities;
- > training in CIT Construction on Safe Work Method Statements, Standard Operating Procedures and Job Safety Analysis was provided; and
- > a mental health information session was offered to staff and improved mental health information provided on CIT's intranet.

## CASE MANAGEMENT

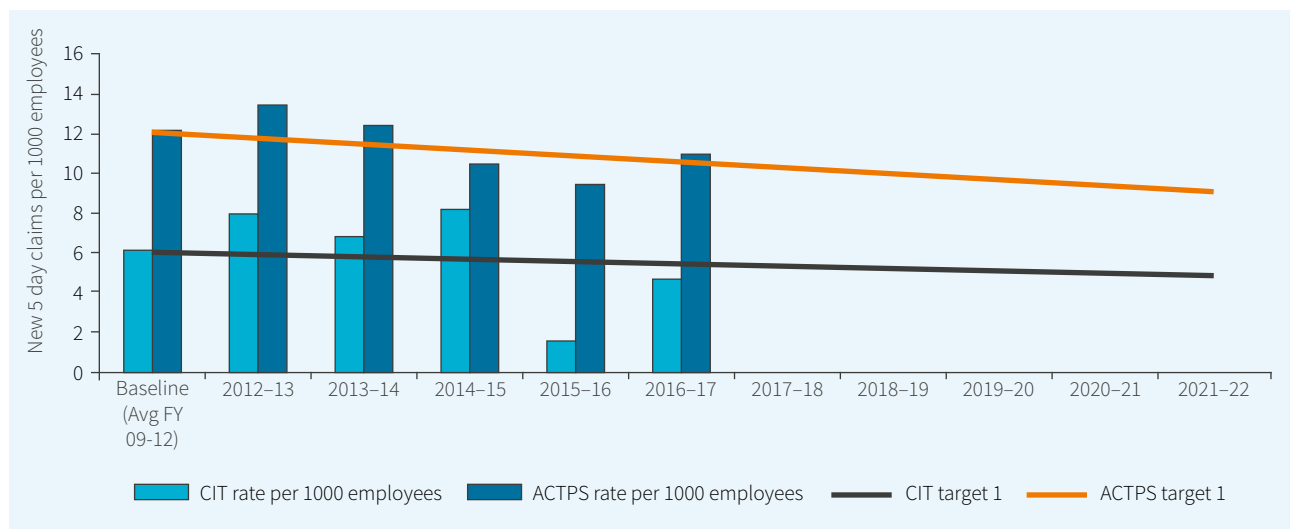
CIT's compensation claims are managed by the Chief Minister, Treasury and Economic Development Directorate.

## AUSTRALIAN WORK HEALTH AND SAFETY STRATEGY

The following tables represent CIT's performance against Australian WHS Strategy 2012–22 targets.

### Target 1 – Reduce the Incidence Rate of Claims Resulting in One or More Weeks Off Work by at Least 30%

Financial year	CIT # new 5-day claims	Rate per 1,000 employees	CIT Target	ACTPS # new 5-day claims	ACTPS rate per 1,000 employees	ACTPS Target
2012–13	6	8.02	6.05	274	13.42	12.08
2013–14	5	6.66	5.86	257	12.20	11.70
2014–15	6	8.19	5.67	228	10.49	11.33
2015–16	1	1.42	5.49	205	9.36	10.96
2016–17	3	4.38	5.30	243	10.83	10.58
2017–18			5.11			10.21

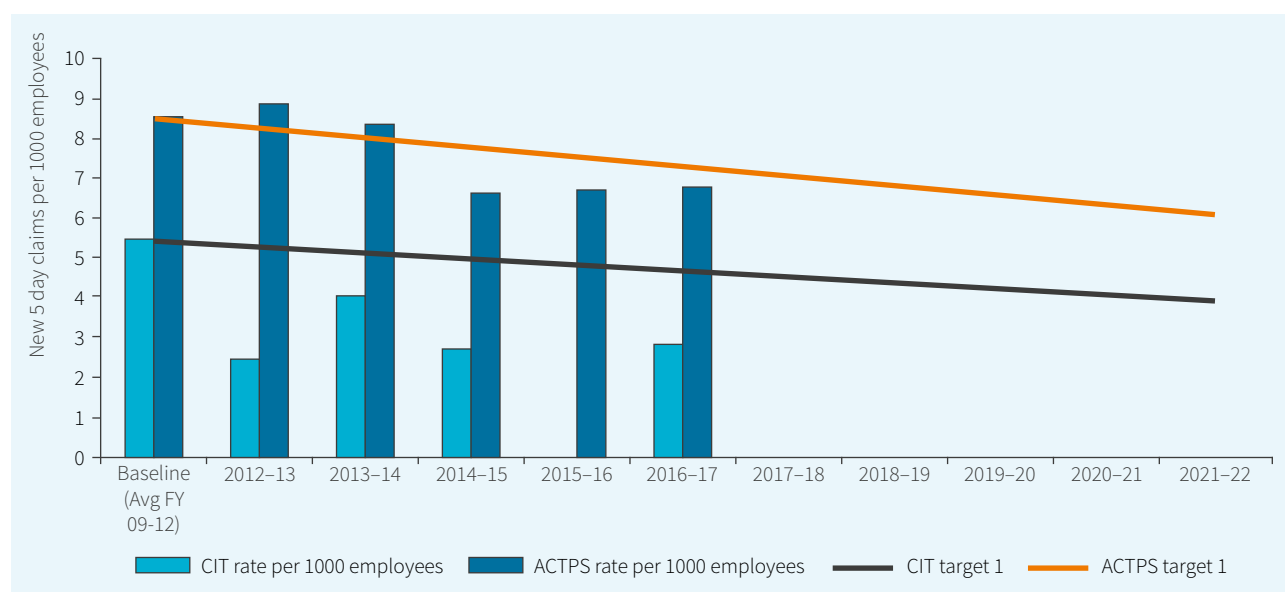


#### Notes:

1. Dates are based on those claims received by Comcare in each financial year.
2. Data is taken at 30 June in each of the years to allow for direct comparisons to be made between years.
3. The report includes accepted claims that result in one or more weeks off work.
4. Data includes claims up to 30 June 2017.

## Target 2 – Reduce the Incidence Rate of Claims for Musculoskeletal Disorders Resulting in One or More Weeks Off Work by at Least 30%

Financial year	CIT # new 5-day MSD claims	Rate per 1,000 employees	CIT Target	ACTPS new 5-day MSD claims	ACTPS MSD rate per 1,000 employees	ACTPS Target
2012–13	2	2.67	5.24	183	8.96	8.29
2013–14	3	4.00	5.08	175	8.31	8.03
2014–15	2	2.73	4.92	144	6.63	7.78
2015–16	0	0.00	4.75	146	6.67	7.52
2016–17	2	2.92	4.59	150	6.69	7.26
2017–18			4.43			7.01



### Notes:

1. Dates are based on those claims received by Comcare in each financial year.
2. Data is taken at 30 June in each of the years to allow for direct comparisons to be made between years.
3. The report includes accepted claims that result in one or more weeks off work.
4. Data includes claims up to 30 June 2017.

### For more information:

Executive Director, Corporate Services  
(02) 6207 8960



# B.8 HUMAN RESOURCES MANAGEMENT AND PLANNING

## WORKFORCE PLANNING

Workforce planning at CIT is underpinned by regular workforce statistical reports analysed by managers and leaders with the support of Human Resources (HR) advisors.

Six-monthly reports are produced in February and August providing comprehensive summaries of CIT's workforce including: its age profile; turnover; nominal hours; workload and positions; Equal Employment Opportunity (EEO) statistics; absenteeism; and teacher professional development fund allocation. A summary of key results is provided to the CIT Board.

### Strategic Workforce Plan

During 2017, CIT strategic workforce planning identified its evolving business needs to implement the Strategic Compass, in particular the nine Strategic Compass projects, and the capability and resources CIT requires to meet them.

Strategic workforce planning assists CIT with an instrument to analyse workforce forecasts and capability gaps, together with strategies to develop people and fill critical skill shortages.

### Performance Framework

Setting My Direction is CIT's performance management framework. The robust online system has simplified annual planning and is an integral part of the employment relationship.

Setting My Direction includes a Statement of Expectation Agreement and a Learning and Development Plan that supports staff to enhance and develop their skill set. This allows CIT to hold streamlined interactive and ongoing conversations with staff about individual contributions to facilitate meaningful working relationships and productivity.

Setting My Direction also ensures CIT meets its compliance obligations around teacher qualifications, registrations and licencing.

## CIT Code of Practice

The CIT Code of Practice was developed in consultation with staff and provides clear guidelines on the standards of behaviour and professional practice expected at CIT. The code is available on the staff intranet and all new CIT employees are required to read and stay abreast of the Code of Practice and act in accordance to its provisions.

## ATTRACTION AND RETENTION INITIATIVES

In 2017, CIT teaching staff were covered by the *ACT Public Sector Canberra Institute of Technology (Teaching Staff) Enterprise Agreement 2013-2017*. General staff were covered by the *ACT Public Sector Canberra Institute of Technology Enterprise Agreement 2013-2017*.

The agreements provide scope for Attraction and Retention Incentives (ARIs) agreed with staff to higher levels of remuneration or other benefits above those identified in the enterprise agreements.

In 2017, three ARIs ceased.

See P.3 Workforce Profile for details.

## STAFF ACHIEVEMENTS AWARDS

The CIT Staff Achievement Awards recognises the outstanding achievements of CIT employees and teams that have acted above and beyond their role. The annual end-of-year awards event is well attended by staff and streamed live for those that are unable to attend in person.

In 2017, award categories for staff teams and individuals were based on personal attributes, CIT values and the new Evolve Together cultural traits: Accountable; Adaptable; Collaborative; Professionalism; Customer Centric; Inspirational; and Trusted. CIT Reconciliation, CIT Board and 25 Years' Service awards were also made.

CIT CEO Staff Awards were awarded to: Employee Liaison Officer, Rikki Norris for her outstanding work leading the Training Initiatives Unit through significant change under the Australian Apprenticeship Project; Teacher, Ken Wilson for helping deliver CIT Global Wind Organisation Accreditation for new wind energy safety and technical courses; and Senior Manager, Safety and Employment Relations, Gerard Johnston for his strategic guidance and assistance on human resource issues.



Rikki Norris was one of three recipients of a 2017 CIT CEO Staff Awards.

## LEARNING AND DEVELOPMENT

CIT staff capability development was supported with opportunities and resources dedicated to their ongoing professional development.

Learning and development priorities in 2017 were:

- > digital fluency for business processes;
- > industry engagement;
- > LEAN leadership;
- > business development;
- > customer service;
- > people management;
- > change management;
- > building resilience; and
- > contemporary teaching and learning practice:
  - skills for development of flexible quality learning resources and delivery mechanisms;
  - program design principles;
  - digital fluency for teaching and learning;
  - work-integrated learning;
  - foundation skills;
  - problem-based and collaborative learning;
  - effective RPL practices; and
  - reflective practice and lifelong learning.

### Staff Learning and Development Programs

#### Evolving Together 2017

An Evolving Together Cultural Change breakfast was held on 24 January for about 90 senior staff to work on draft CIT cultural traits in preparation for their launch. CIT CEO Leanne Cover and College Director Anita Wesney spoke, along with workforce planning consultant.

An Evolving Together 2017 staff development event at CIT Bruce was held on 1 February. More than 500 staff attended the event that included key note addresses from CIT Board Chair Craig Sloan and CEO Leanne Cover on the challenges and opportunities ahead for implementing the *Strategic Compass 2020 – Evolving Together*.

Patrick Hollingworth gave a keynote speech about managing a new level of volatility, uncertainty, complexity and ambiguity (VUCA) affecting the world, and attitudes and methods CIT could adopt to emerge as a VET leader.

The CIT Cultural Traits Working Group delivered a presentation launching CIT's new cultural traits. The group's presentation explained each trait and provided practical examples to encourage staff to begin discussing how they could be embraced in their work area.

### Trainer Skills Matrix (TSM) Workshops

Workshops in 2017 provided valuable information for the upcoming ASQA audit and explained how teachers could prepare a Trainer Skills Matrix that appropriately records teacher qualifications and experience against the competencies delivered and assessed. More than six different workshops were attended by 126 teachers.

### CEO Leadership Forums

The CEO Leadership held four forums in 2017. Management staff were briefed by CIT Executives, sponsors of the Strategic Compass 2020 projects, leaders from the cultural working group and guest presenters on progress to date, issues and emerging trends. Information included updates on Strategic Compass projects, introduction to and exploration of new ways of working at CIT and emerging trends in the VUCA world.

### CIT Conversations

A series of lunchtime education seminars were held throughout 2017, incorporating a panel of experts to discuss topical matters throughout the year. Five workshops were held with a total of 65 staff attending

sessions that covered a variety of topics including: changes to CIT systems; essential standards for assessment; updates on Strategic Compass projects; audit outcomes from a teacher's perspective; and connecting across and within CIT.

### BBQ Roadshows

During 2017, the CIT People Development team ran three information gathering sessions at CIT Bruce and CIT Fyshwick in which more than 100 staff participated in open consultation and engaged on product development needs. The information gathered was used to inform content for development opportunities in 2017, such as workshops and the Empower-CIT 2017 Skills Summit (see below).

### Lunchtime Learning Program

A variety of workshops were offered to staff across 2017. Topics included: the neuroscience of goal setting; applied emotional intelligence; dealing with challenging behaviours; introduction to meditation; and building solid financial foundations. A total of 278 staff attended across the five workshops.

### Innovation Workshops

Late in 2017, two innovation workshops were delivered by CBRIn to provide practical information, strategies, skills and mentoring to staff to help them prepare submissions for CIT's Product Innovation Fund. The sessions were well received with 38 staff taking part.

### CIT 2017 Skills Summit

On 12 and 13 October, CIT hosted the CIT Empower Skills Summit open to all employees. The two day event was designed to address identified capability needs of CIT staff. It involved 40 workshops attended by 513 staff members.

## CIT 2017 Skills Summit Workshops

Workshop
Fixed or Growth Mindset: Adapting to Change in our VUCA World
A Future for Workplace Training
Six Ingredients for a Great Teacher and the Puzzle of Engagement
Assessment
Ensuring Quality in Competency-Based Assessment
Understanding Volume of Learning and TAS Requirements
Rocking Your Resources – From Zip to Hip...

## CIT 2017 Skills Summit Workshops – continued

Workshop
Conducting Validation at CIT
The Trainer Development Dilemma; Assess; Engage; Measure and Repeat
Engagement that Really Works
Achieving Quality and Efficiency in VET, Is It Possible?
eLearn Online Assessments and Related Practices Informed by Audit Learnings
Product Innovation Fund
Good Mental Health
Health at Work and Early Intervention
Getting Everyone Thinking
Empowering the Learner with a Whole Brain Approach – Train the Brain Friendly Way, and All Hemispheres Will Love You
Mindfulness and Mental Well-being
Fit for Purpose Assessment
Industry Engagement – Just the Start of a Happy Marriage
Digital Learning Environments of the Future
Tools for Critical Thinking – Analysis and Evaluation
How to Create Sustainable Industry Engagement and Validation (MRWED)
Stop (what you are doing), Look (at my slides) and Listen (to me)! How Multitasking Impacts E-Learning and Virtual Training
Teacher Wellbeing and Engagement – Antoinette Gomez
Turnitin
Evolving Teacher Project
Education Can Be Fun – Schools Bridge Challenge – Engaging with Schools
Copyright and Referencing for Teachers
Introduction to Creating an Authentic Learning Environment
Developing a Student Centred Approach
How to Create Best-Practice Assessment Tools
Customer Service
Tools for Creative Thinking
Re-Kindling the Passion to Learn
Dealing with Difficult Student Behaviour
Taking EMPOWER to the Next Level

## Training and Assessment Capability Development Programs

During 2017 CIT continued to support the ongoing development of its teaching workforce through structured formal programs and workshops and skills recognition.

Across the year, CIT staff gained a total of 186 qualifications:

- > 55 staff were awarded the Enterprise Trainer Presenting Skill Set TAESS00007 and TAESS00014 (Statement of Attainment units from the Certificate IV in Training and Assessment TAE40110 and TAE40116 respectively);
- > 114 were awarded a Certificate IV in Training and Assessment TAE40110 and TAE40116;
- > 5 were awarded a Diploma of Vocational Education and Training TAE50111 and TAE50116; and
- > 14 were awarded an Advanced Diploma of Adult Learning and Development 10051NAT.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960



## B.9 ECOLOGICALLY SUSTAINABLE DEVELOPMENT

CIT continued established initiatives and partnerships, and took further actions to reduce its carbon footprint in 2017, in line with ACT Government ecologically sustainable development targets set out under the *Climate Change and Greenhouse Gas Reduction Act 2010* and the *Environment Protection Act 1997*.

CIT actively supported strategies to address climate change and reduce greenhouse gas (GHG) emissions, including initiatives to improve energy efficiency and water conservation, with building upgrades, refurbishment and maintenance programs.

For example, CIT continued to install LED lighting, variable speed drives, low flush and water conservation urinals and toilets, improve building management systems, improve space heating and continued to operate co-generation power systems at CIT Fyshwick and Bruce.

### REDUCING ENERGY USE

CIT supports the ACT Government Renewable Energy Industry Development Strategy to meet renewable energy targets by 2020. To support this strategy and reduce its overall consumption of electricity, CIT installed a solar photovoltaic (PV) energy system at CIT Bruce. Since commissioning the first PV system in January 2006, CIT has fed about 18,000kW hours of renewable energy into the ACTEW power grid.

CIT has also established strong partnerships with several renewable energy developers and operators, and in 2017 began delivering new training programs in wind energy safety and battery power storage (see B.2 for detail). Renewable energy partners included: NEOEN, IT Power, GWO, ASPEN, EPC Solar and SIEMENS GAMESA.

CIT has operational policies in place to monitor energy use. In 2017, CIT electricity consumption decreased by 4%. CIT's transport fleet reduced diesel fuel consumption by 25% while unleaded fuel consumption increased by 24% suggesting a net reduction of 1%.

### ENVIRONMENTAL EDUCATION

The CIT website and CIT intranet provided information and resources on environmental sustainability to increase staff awareness of the environmental impacts associated with daily work and study practices and provided environmentally friendly alternatives.

The CIT website and CIT intranet were updated to include information on environmental initiatives being investigated and implemented, how staff can help, including water and energy conservation posters that can be downloaded for display around campuses.

### CIT GREEN

CIT Green is a network of CIT staff dedicated to developing, implementing and monitoring sustainable practices. The internal committee held four meetings in 2017 and actioned environmental initiatives including:

- > exchanging information with recycling companies in the Canberra region to increase CIT's recycling. Companies approached included The Green Shed (IT recycling); Scrap Metal Merchants; ICT and E Waste recycling providers; and Soft Plastic Recycling;
- > regular waste/recycling reporting to all staff and students which showed an increase in recycling rates at CIT in 2017;
- > the redistribution of information posters on energy saving and sustainable practices posters throughout CIT campuses; and
- > representing CIT at the ACT Government Carbon Neutral Government Implementation Committee.

## REUSE, RECYCLING

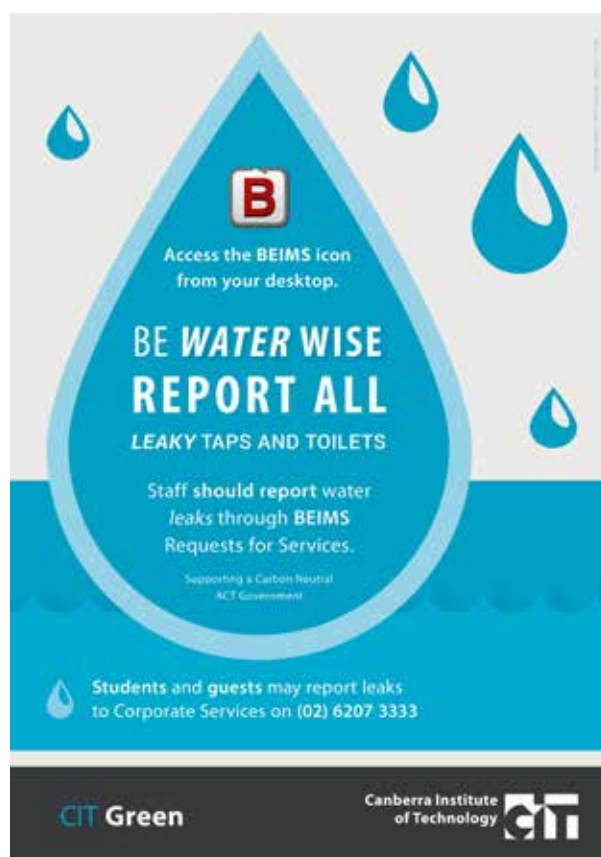
In 2017, CIT continued its partnership with Vegware (packaging made from plants) as it moves towards full organic recycling at all CITSA food outlets.

CIT Colleges incorporated reuse and recycling into daily activities to divert waste products from landfill which resulted in:

- 30 tonnes of scrap metal being recycled in 2017, with collection centres at all three major campuses. Scrap metal contributions came from lesson delivery, capital works upgrades and facilities maintenance projects.
- CIT Hairdressing, Beauty and Therapy diverted 95% of waste products to recycling including aluminium and plastics, through its partnership with Sustainable Salons.
- Fluorescent tube recycling continued to be installed on all campuses, with stillage located at CIT Bruce.

CIT increased the reliability of its recorded data for waste and recycling streams in 2017. Reliability of data for waste to landfill, co-mingle recycling and paper, and cardboard recycling was determined by ACT Government requirements. The data reliability was demonstrated as good to excellent.

CIT also identified and recorded data for recycling of other waste streams, including e-waste, batteries, scrap metal, printer cartridges, grease traps and fluorescent tubes. The reliability of data for these streams was also demonstrated to be good to excellent.



## Sustainable development performance – current and previous calendar year

Indicator as at 31 December 2017	Unit	Current FY	Previous FY	Percentage change
<b>Directorate/public sector body staff and area</b>				
Directorate/public sector body staff	FTE	693.9	696.1	-0.3
Workplace floor area	Area (m <sup>2</sup> )	104,339.6	123,539.3	-15
<b>Stationary energy usage</b>				
Electricity use	Kilowatt hours	8,899,913	9,265,784	-4
Natural gas use	Megajoules	31,073,828	35,417,042	-12
Diesel	Kilolitres	0	0	0
<b>Transport fuel usage</b>				
Electric vehicles	Number	0	0	0
Hybrid vehicles	Number	0	0	0
Other vehicles (that are not electric or hybrid)	Number	27	31	-13
Total number of vehicles	Number	27	31	-13
Total kilometres travelled	Kilometres	364,891	418,842	-12
Fuel use – Petrol	Kilolitres	17.25	13.96	24
Fuel use – Diesel	Kilolitres	15.65	20.88	-25
Fuel use – Liquefied petroleum gas (LPG)	Kilolitres	0	0	0
Fuel use – Compressed natural gas (CNG)	Kilolitres	0	0	0
<b>Water usage</b>				
Water use	Kilolitres	41,231	32,386	28
<b>Resource efficiency and waste</b>				
Reams of paper purchased	Reams	6,112	10,928	-44
Recycled content of paper purchased	Percentage	50	50	0
Waste to landfill	Litres	337,700	301,560	12
Co-mingled material recycled	Litres	49,500	38,490	29
Paper and cardboard recycled (incl. secure paper)	Litres	103,400	50,983	103
Organic material recycled	Litres	53,360	48,720	10
<b>Greenhouse gas emissions</b>				
Emissions from stationary energy use	Tonnes CO <sub>2</sub> -e	8,878.61	9,126.76	-2
Emissions from transport	Tonnes CO <sub>2</sub> -e	86.78	93.72	-7
Total emissions	Tonnes CO <sub>2</sub> -e	8,965.39	9,220.48	-2

### For more information:

Executive Director, Corporate Services  
(02) 6207 8960



# PART C

**PART C:**  
FINANCIAL  
MANAGEMENT  
REPORTING



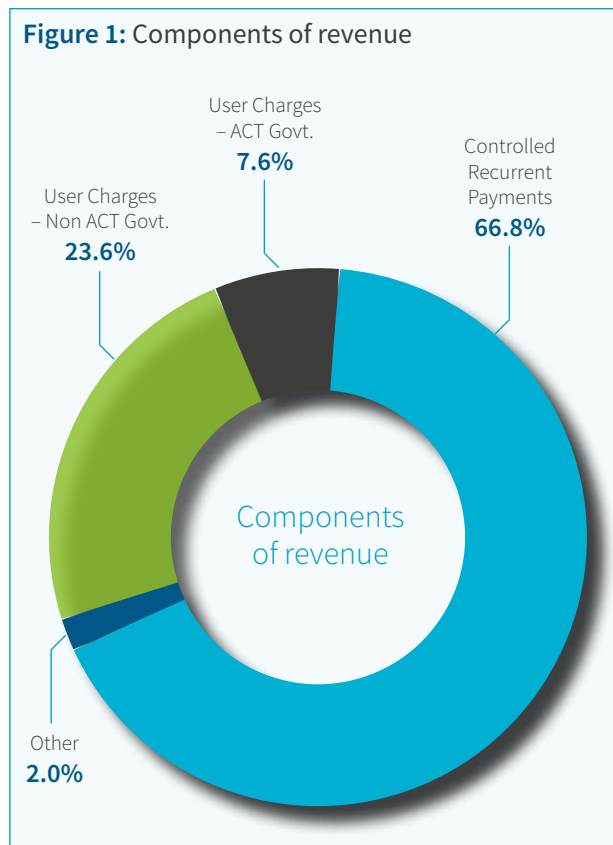
# C.1 FINANCIAL MANAGEMENT ANALYSIS

## GENERAL OVERVIEW

Despite a large number of challenges in 2017, including regulatory uncertainty, intense competition and changes to significant funding arrangements, the CIT continued to deliver quality government-funded and commercial training, and maintained its high student and employer satisfaction levels. CIT continued to actively improve its responsiveness to customer expectations and its effectiveness in skilling students using contemporary training methods, which have been positively received by industry and students alike, while maintaining a sound financial position.

## 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

In 2017, CIT incurred an operating deficit of \$9.9 million against a budgeted deficit of \$13.7 million, largely due to lower than budgeted expenses. The cash balance for the year decreased from \$15.4 million to \$10.0 million as cash received in advance in 2016 for the Australian Apprenticeships Skills Reform Project and the structural reform projects was expended during 2017.

The individual income and expense variances that affected the operating result are detailed in the income and expense sections of this Financial Management Analysis. The financial information in this Financial Management Analysis is based on the audited financial statements for 2017 and CIT's Statement of Intent 2017-18 (See C2).

## TOTAL REVENUE

### Components of revenue

Total revenue (Figure 1) for 2017 was \$104.9 million consisting primarily of \$70.0 million (66.8%) received from the ACT Government as Controlled Recurrent Payments and \$24.8 million (23.6%) generated from Non-ACT Government User-Charges (local and overseas student fees and training course income).



CIT's 2017 International Student Graduation Ceremony was the largest ever held.

## Comparison to budget

Revenue for 2017 (\$104.9 million) was \$1.8 million (1.7 %) higher than budgeted, due to higher student fee revenue resulting from an increase in student numbers, and funding received for Australian Apprenticeship programs as a result of the achievements of the CIT Australian Apprenticeships Skills Reform Project and structural reform projects in improving average revenue per student.

## Comparison to 2016 Actual

Revenue in 2017 (\$104.9 million) was \$6.5 million (5.8%) lower than in 2016, primarily due to a decrease in ACT Government Grant funds for the CIT Australian Apprenticeships Skills Reform Project and the structural reforms projects (2017 – \$0.9 million; 2016 – \$7.2 million). This was one-off funding with the majority of funds received in 2016.

## Future Trends

CIT anticipates an increase in total revenue over the short to medium term as course offerings continue to be refined and student enrolments increase. However, it should be noted that the VET sector regulatory environment remains volatile and continued regulatory changes may affect future income levels.

## TOTAL EXPENSES

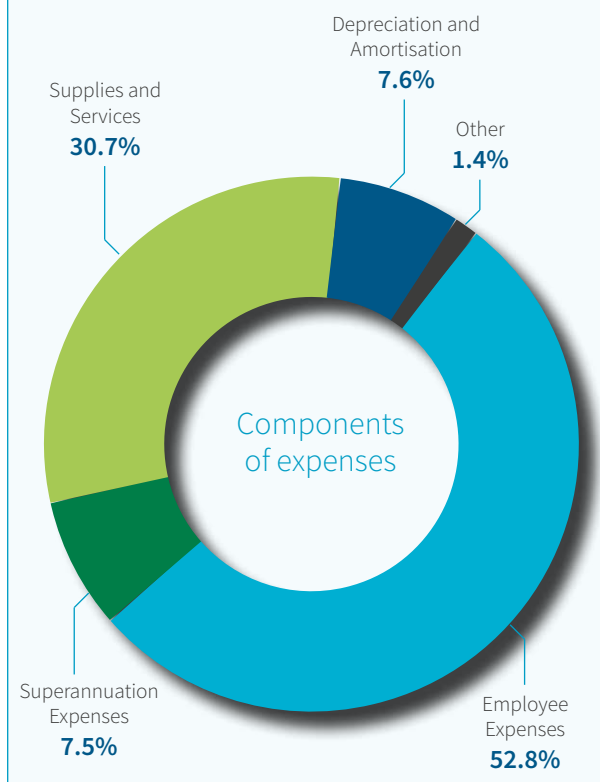
### Components of expenses

Expenses totalled \$114.9 million in 2017, with the majority \$69.3 million (60.3%) comprising employee and superannuation expenses and supplies and services expenses accounting for an additional \$35.2 million (30.7%) (Refer Figure 2).

## Comparison to budget

Total expenses of \$114.9 million in 2017 were \$2.6 million (2.2%) lower than budgeted, due to CIT's continued focus on expense reduction and efficiency improvements. The bulk of savings (\$2.4 million or 94.1%) came from a reduction to supplies and services spending. Closure of the Sutton Road Training Facility and parts of CIT Woden campus during the year resulted in lower associated utility and maintenance costs. A new printing contract delivered additional savings.

Figure 2: Components of Expenses



## Comparison to 2016 Actual

Total expenses of \$114.9 million in 2017 were \$2.6 million (2.3%) higher than in 2016. The increase reflects:

- a \$1.8 million (5.2%) increase in supplies and services resulting from one-off expenditure relating to CIT Australian Apprenticeships Skills Reform Project and the structural reforms projects implementation, combined with a CPI increase in fees paid to ACT Shared Services for financial and human resources services; and
- a \$1.0 million (1.5%) increase in employee expenses resulted from salary increases in April 2017 as per the Enterprise Bargaining Agreement.

The above increases were partly offset by a decrease in other expenses resulting from reduced bad debt write-offs.

## Future Trends

CIT is anticipating an increase in total expenditure over the short to medium term as course offerings continue to be refined and student enrolments increase. However, it should be noted that the VET sector regulatory environment remains volatile and that continued regulatory change may impact on future activity levels and expenditure amounts.

## FINANCIAL POSITION: TOTAL ASSETS

### Components of Total Assets

Figure 3 below indicates that at 31 December 2017 CIT held 91.5% of its assets in property, plant and equipment (largely comprising of buildings (62.8%) and land (24.1%)), intangible assets and works in progress, and 8.1% in cash and cash equivalents, receivables and other current assets.

### Comparison to Budget

The total asset position at 31 December 2017 is \$220.6 million, \$24.0 million (12.2%) higher than the 2017 budget of \$196.6 million. This was primarily due to

- Higher than budgeted property, plant and equipment resulting from a \$20.2 million increase in the value of the land and buildings as determined by a scheduled valuation in 2017. The increase reflects a \$9.5 million increase in land value with the major increases occurring at Reid campus (\$3.8 million) and at Bruce campus (\$2.5 million), and a \$10.9 million increase in the value of CIT's buildings with the greatest increases at Bruce campus (\$6.9 million), Fyshwick campus (\$3.2 million) and Reid campus (\$2.3 million).
- Higher than budgeted (\$1.3 million) receivables due to accrued revenue for User Choice Australian Apprenticeship funds and outstanding student fees receivable including charges for materials.
- Higher than budgeted (\$1.5 million) other assets due to the prepayment of 2018 management fees for international students to CIT Solutions Pty Ltd.

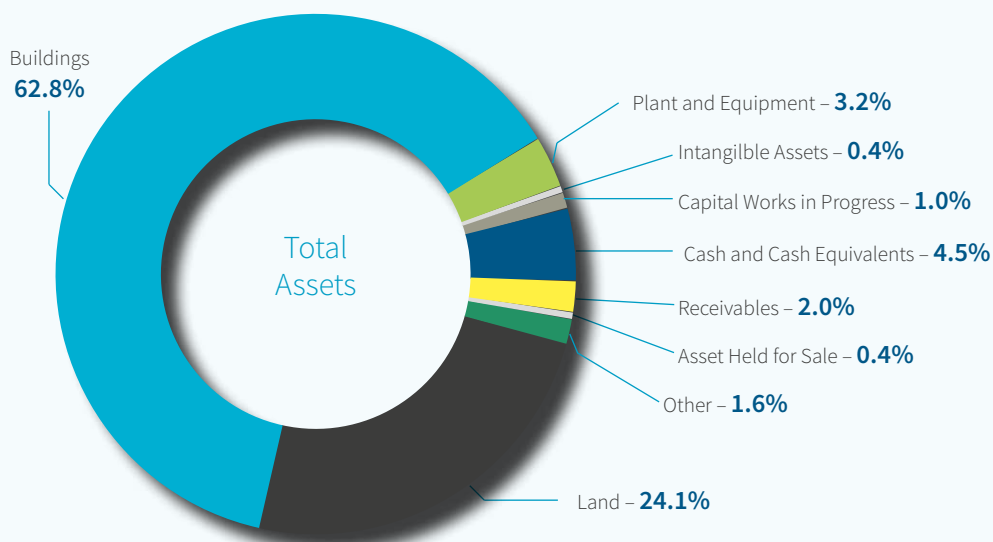
### Comparison to 2016 Actual

CIT's total asset position at 31 December 2017 was \$12.3 million (5.9%) higher than the 2016 actual result of \$208.4 million at 31 December 2016. The increase was due to the \$20.2 million increase in the value of the land and buildings and prepayment of 2017 management fees for international students to CIT Solutions Pty Ltd (\$1.5 million). The increases were partially being offset by a decrease in the cash balance (\$5.4 million) as a result of the expenditure for the CIT Australian Apprenticeships Skills Reform Project and the structural reforms projects.

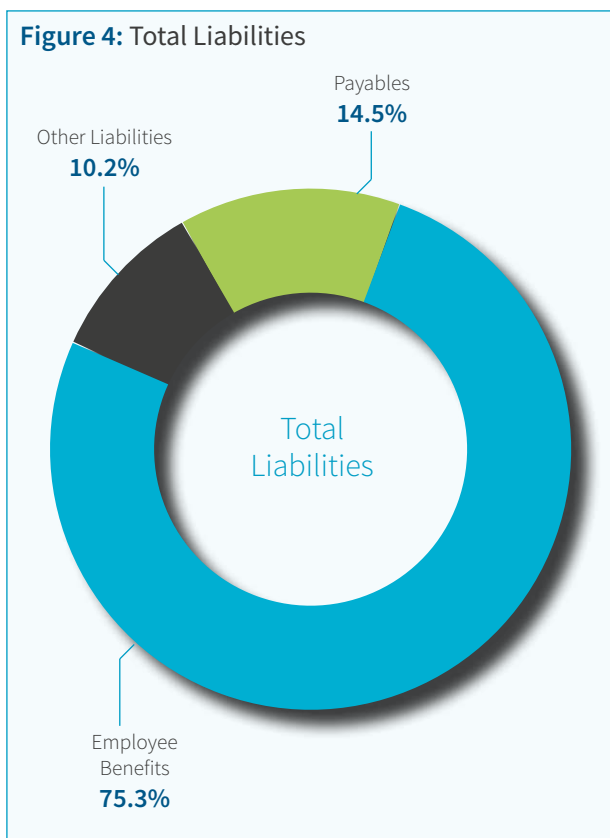


CIT plumbing teacher Elissa Pirotta and student.

**Figure 3: Total Assets**



**Figure 4: Total Liabilities**



## FINANCIAL POSITION: TOTAL LIABILITIES

Figure 4 below indicates that at 31 December 2017 the majority of CIT's liabilities related to employee benefits (75.3%), payables (14.5%) and other liabilities (10.2%).

### Comparison to Budget

CIT's liabilities at 31 December 2017 of \$25.6 million were \$1.0 million (4.1%) higher than the 2017 budget of \$24.6 million, due primarily to higher than budgeted:

- accrued expenses (primarily of utility and capital works nature);
- accounts payables for utility expenditures, Goods and Services Procurement charges and amounts owed to CIT Solutions Pty Ltd; and
- other non-current liabilities a result of interest free borrowings from the ACT Government for the Carbon Neutral Project.

### Comparison to 2016 Actual

CIT's total liabilities at 31 December 2017 were \$1.6 million (5.9%) lower than the 2016 liabilities of \$27.2 million at 31 December 2016 due to a decrease in payables (\$0.6 million) largely resulting from the early settlement of an outstanding quarterly invoice from ACT Shared Services and a decrease in employee benefits (\$0.6 million) due to the payment of benefits to departing staff.

## LIQUIDITY

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

In 2017, current working capital ratio (refer Figure 5 below) of 0.77 was higher than the budget target of 0.61, due to:

- increased receivables resulting from accrued revenue for User Choice Australian Apprenticeship funds and student fees receivable;
- prepayments to CIT Solutions Pty Ltd; and
- Assets Held for Distribution to Owners (Sutton Road facility buildings).

The 2017 current working capital ratio is lower than the 2016 outcome of 0.80, primarily as a result of decreased cash levels due to expenditure of funds received in 2016 for the CIT Australian Apprenticeships Skills Reform Project and the structural reforms projects.

At 31 December 2017 CIT's current assets (\$18.7 million) were less than total current liabilities (\$24.3 million) by \$5.5 million. This was not considered a liquidity risk as CIT's cash needs are funded through appropriation from the ACT Government on a cash-needs basis. This was consistent with the whole-of-government cash management framework, which requires excess cash balances to be held centrally rather than within individual agency bank accounts.

## PERFORMANCE MEASURES

The measures included in the Statement of Performance relating to government-funded training services indicate steady results. Module pass rates were above target by 9%, although program completion rates were 25% below target reflecting an increasing demand from students for training only in specific skillsets instead of seeking formal qualifications.

The 2017 satisfaction surveys of learners and employers showed satisfaction levels of 91% and 87% respectively, indicating that very positive views of CIT's training were held by industry and students. CIT continues to strive to improve its effectiveness and responsiveness in skilling students using contemporary training methods, which have been positively received by industry and students.

## Liquidity

	Actual 2017 \$'000	Budget 2017 \$'000	Actual 2016 \$'000
<b>Current Assets</b>			
Cash and Cash Equivalents	10,018	9,478	15,399
Receivables	4,410	2,900	3,596
Asset Held for Sale	965	–	–
Other Assets	3,345	1,900	2,004
<b>Total Current Assets</b>	<b>18,738</b>	<b>14,278</b>	<b>20,999</b>
<b>Current Liabilities</b>			
Payables	3,721	2,061	4,313
Employee Benefits	18,409	18,477	19,207
Other Liabilities	2,152	3,000	2,767
<b>Total Current Liabilities</b>	<b>24,281</b>	<b>23,538</b>	<b>26,287</b>
<b>Working Capital Ratio</b>	<b>0.77</b>	<b>0.61</b>	<b>0.80</b>

## 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. Five categories have been identified for each, one of which includes sustainable cost base profitability.

CIT manages financial risks through a well-defined financial management framework that includes:

- clearly established ownership of internal budgets;
- monthly variance reporting by senior management;
- quarterly strategic review of financial performance and corrective action as required by the executive;
- regularly updated financial policy, procedures and practice documents;
- provision of training to all staff who have financial responsibilities; and
- continuous monitoring and review of process improvement.

Progress reports continue to show that many business risk rankings are being reduced as a result of successful mitigation strategies and a focus on continual reporting. The risks identified for both business and fraud and corruption link directly to the CIT Risk Environment Plan, which is regularly reviewed to ensure CIT is addressing strategic and any emerging risks.

CIT undertakes monthly reporting and analysis of its financial performance, both at an organisational and cost centre level, which assists in identifying and addressing 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.

The Audit, Risk and Finance Committee also meet to have a detailed annual analysis of the CIT budget before endorsement to the CIT Board.

### For more information:

Executive Director, Corporate Services  
(02) 6207 8960



## C.2 FINANCIAL STATEMENTS



AUDITOR-GENERAL AN OFFICER  
OF THE ACT LEGISLATIVE ASSEMBLY



### INDEPENDENT AUDIT REPORT CANBERRA INSTITUTE OF TECHNOLOGY

#### To the Members of the ACT Legislative Assembly

##### Audit opinion

I am providing an **unqualified audit opinion** on the financial statements of the Canberra Institute of Technology for the year ended 31 December 2017. The financial statements comprise the operating statement, balance sheet, statement of changes in equity, cash flow statement, statement of appropriation and accompanying notes.

In my opinion, the financial statements:

- (i) are presented in accordance with the *Financial Management Act 1996*, Australian Accounting Standards and other mandatory financial reporting requirements in Australia; and
- (ii) present fairly the financial position of the Canberra Institute of Technology and results of its operations and cash flows.

##### Basis for the audit opinion

The audit was conducted in accordance with the Australian Auditing Standards. I have complied with the requirements of the Accounting Professional and Ethical Standards 110 *Code of Ethics for Professional Accountants*.

I believe that sufficient evidence was obtained during the audit to provide a basis for the audit opinion.

##### Responsibility for preparing and fairly presenting the financial statements

The Governing Board of the Canberra Institute of Technology is responsible for:

- preparing and fairly presenting the financial statements in accordance with the *Financial Management Act 1996* and relevant Australian Accounting Standards;
- determining the internal controls necessary for the preparation and fair presentation of financial statements so that they are free from material misstatements, whether due to error or fraud; and
- assessing the ability of the Canberra Institute of Technology to continue as a going concern and disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting in preparing the financial statements.

##### Responsibility for the audit of the financial statements

Under the *Financial Management Act 1996*, the Auditor-General is responsible for issuing an audit report that includes an independent audit opinion on the financial statements of the Canberra Institute of Technology.

As required by Australian Auditing Standards, the auditors:

- applied professional judgement and maintained scepticism;
- identified and assessed the risks of material misstatements due to error or fraud and implemented procedures to address these risks so that sufficient evidence was obtained to form an audit opinion. The risk of not detecting material misstatements due to fraud is higher than the risk due to error, as fraud may involve collusion, forgery, intentional omissions or misrepresentations or the override of internal controls;
- obtained an understanding of internal controls to design audit procedures for forming an audit opinion;
- evaluated accounting policies and estimates used to prepare the financial statements and disclosures made in the financial statements;
- evaluated the overall presentation and content of the financial statements, including whether they present the underlying transactions and events in a manner that achieves fair presentation;
- reported the scope and timing of the audit and any significant deficiencies in internal controls identified during the audit to the Governing Board; and
- assessed the going concern\* basis of accounting used in the preparation of the financial statements.


(\*Where the auditor concludes that a material uncertainty exists which cast significant doubt on the appropriateness of using the going concern basis of accounting, the auditor is required to draw attention in the audit report to the relevant disclosures in the financial statements or, if such disclosures are inadequate, the audit opinion is to be modified. The auditor's conclusions on the going concern basis of accounting are based on the audit evidence obtained up to the date of this audit report. However, future events or conditions may cause the entity to cease to continue as a going concern.)

#### Limitations on the scope of the audit

An audit provides a high level of assurance about whether the financial statements are free from material misstatements, whether due to fraud or error. However, an audit cannot provide a guarantee that no material misstatements exist due to the use of selective testing, limitations of internal control, persuasive rather than conclusive nature of audit evidence and use of professional judgement in gathering and evaluating evidence.

An audit does not provide assurance on the:

- reasonableness of budget information included in the financial statements;
- prudence of decisions made by the Canberra Institute of Technology;
- adequacy of controls implemented by the Canberra Institute of Technology; or
- integrity of audited financial statements presented electronically or information hyperlinked to or from the financial statements. Assurance can only be provided for the printed copy of the audited financial statements.

  
Dr Maxine Cooper  
Auditor-General  
21 March 2018

Canberra Institute of Technology  
**Financial Statements**  
For the Year Ended 31 December 2017

**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 2017 and the financial position of the Canberra Institute of Technology on that date.

A handwritten signature in black ink, appearing to read 'Craig Sloan', with a large, stylized loop at the end.

Craig Sloan  
Chair  
Canberra Institute of Technology Board  
20 March 2017

Canberra Institute of Technology  
**Financial Statements**  
For the Year Ended 31 December 2017

**Statement by the Chief Finance Officer**

In my opinion, the financial statements have been prepared in accordance with Australian Accounting Standards, 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 2017 and the financial position of the Canberra Institute of Technology on that date.



Anita Hargreaves  
Executive Director, Corporate Services  
Canberra Institute of Technology  
19 March 2017

Canberra Institute of Technology  
**Operating Statement**  
For the Year Ended 31 December 2017

Consolidated				CIT		
	Note	Actual 2017 \$'000	Actual 2016 \$'000	Actual 2017 \$'000	Original Budget 2017 \$'000	Actual 2016 \$'000
<b>Income</b>						
<b>Revenue</b>						
Controlled Recurrent Payments	4	70,023	69,939	70,023	70,023	69,939
User Charges	5	48,545	48,019	32,807	30,300	30,924
Government Grants	6	967	8,580	967	1,931	8,580
Interest	7	434	398	398	300	308
Resources Received Free of Charge	8	156	79	156	35	79
Other Revenue	9	789	787	593	600	1,610
<b>Total Revenue</b>		<b>120,914</b>	<b>127,802</b>	<b>104,944</b>	<b>103,189</b>	<b>111,440</b>
<b>Gains</b>						
Other Gains	10	2	43	2	500	43
<b>Total Gains</b>		<b>2</b>	<b>43</b>	<b>2</b>	<b>500</b>	<b>43</b>
<b>Total Income</b>		<b>120,916</b>	<b>127,845</b>	<b>104,946</b>	<b>103,689</b>	<b>111,483</b>
<b>Expenses</b>						
Employee Expenses	11	73,045	71,122	60,650	60,739	59,720
Superannuation Expenses	12	9,710	9,528	8,601	8,743	8,519
Supplies and Services	13	36,959	36,247	35,240	37,650	33,487
Depreciation and Amortisation	14	8,812	8,485	8,715	8,196	8,420
Other Expenses	15	2,679	2,952	1,650	2,090	2,076
<b>Total Expenses</b>		<b>131,205</b>	<b>128,334</b>	<b>114,856</b>	<b>117,418</b>	<b>112,222</b>
<b>Operating Deficit</b>		<b>(10,289)</b>	<b>(489)</b>	<b>(9,910)</b>	<b>(13,729)</b>	<b>(739)</b>
<b>Other Comprehensive Income</b>						
<i>Items that will not be reclassified subsequently to profit or loss</i>						
Increase in Asset Revaluation Surplus	29	20,377	–	20,377	–	–
<b>Total Other Comprehensive Income</b>		<b>20,377</b>	<b>–</b>	<b>20,377</b>	<b>–</b>	<b>–</b>
<b>Total Comprehensive Surplus/(Deficit)</b>		<b>10,088</b>	<b>(489)</b>	<b>10,467</b>	<b>(13,729)</b>	<b>(739)</b>

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

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



# Canberra Institute of Technology

## Balance Sheet

At 31 December 2017

Consolidated				CIT		
Note	Actual 2017 \$'000	Actual 2016 \$'000	Actual 2017 \$'000	Original Budget 2017 \$'000	Actual 2016 \$'000	
<b>Current Assets</b>						
Cash and Cash Equivalents	18	13,119	18,617	10,018	9,478	15,399
Receivables	19	7,275	5,401	4,410	2,900	3,596
Assets Held for Distribution to Owners	22	965	–	965	–	–
Other Assets	20	1,860	2,248	3,345	1,900	2,004
<b>Total Current Assets</b>		<b>23,219</b>	<b>26,266</b>	<b>18,738</b>	<b>14,278</b>	<b>20,999</b>
<b>Non-Current Assets</b>						
Investments	21	–	–	20	20	20
Property, Plant and Equipment	23	199,157	183,812	198,842	178,636	183,559
Intangible Assets	24	804	1,252	804	1,194	1,252
Capital Works in Progress	25	2,210	2,522	2,210	2,440	2,522
<b>Total Non-Current Assets</b>		<b>202,171</b>	<b>187,586</b>	<b>201,876</b>	<b>182,290</b>	<b>187,353</b>
<b>Total Assets</b>		<b>225,390</b>	<b>213,852</b>	<b>220,614</b>	<b>196,568</b>	<b>208,352</b>
<b>Current Liabilities</b>						
Payables	26	3,643	4,630	3,721	2,061	4,313
Employee Benefits	27	19,992	20,755	18,408	18,477	19,207
Other Liabilities	28	2,337	2,981	2,152	3,000	2,767
<b>Total Current Liabilities</b>		<b>25,972</b>	<b>28,366</b>	<b>24,281</b>	<b>23,538</b>	<b>26,287</b>
<b>Non-Current Liabilities</b>						
Employee Benefits	27	1,018	1,054	870	1,061	947
Other Liabilities	28	499	47	452	–	–
<b>Total Non-Current Liabilities</b>		<b>1,517</b>	<b>1,101</b>	<b>1,322</b>	<b>1,061</b>	<b>947</b>
<b>Total Liabilities</b>		<b>27,489</b>	<b>29,467</b>	<b>25,603</b>	<b>24,599</b>	<b>27,234</b>
<b>Net Assets</b>		<b>197,901</b>	<b>184,385</b>	<b>195,011</b>	<b>171,969</b>	<b>181,118</b>
<b>Equity</b>						
Accumulated Funds		104,426	111,150	101,536	98,732	107,881
Asset Revaluation Surplus	29	93,475	73,235	93,475	73,237	73,237
<b>Total Equity</b>		<b>197,901</b>	<b>184,385</b>	<b>195,011</b>	<b>171,969</b>	<b>181,118</b>

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

CIT has only one output class and as such the above Balance Sheet is also CIT'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 2017

	Consolidated				CIT		
Note	Accumulated Funds Actual 2017 \$'000	Revaluation Surplus Actual 2017 \$'000	Asset Surplus Actual 2017 \$'000	Total Equity Actual 2017 \$'000	Accumulated Funds Actual 2017 \$'000	Revaluation Surplus Actual 2017 \$'000	Total Equity Actual 2017 \$'000
							Original Budget 2017 \$'000
<b>Balance at 1 January 2017</b>	<b>111,150</b>	<b>73,235</b>		<b>184,385</b>	<b>107,881</b>	<b>73,237</b>	<b>181,118</b>
<b>Comprehensive Income</b>							
Operating Deficit	(10,289)	–		(10,289)	(9,910)	–	(9,910)
Increase/(Decrease) in the Asset Revaluation Surplus	–	20,377		20,377	–	20,377	20,377
<b>Total Comprehensive Deficit</b>	<b>(10,289)</b>	<b>20,377</b>		<b>10,088</b>	<b>(9,910)</b>	<b>20,377</b>	<b>10,467</b>
							<b>(13,729)</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>							
Transfers of the Asset Revaluation Surplus to Accumulated Funds on derecognition of assets	139	(137)		2	139	(139)	–
Capital Injections	3,426	–		3,426	3,426	–	3,426
							4,580
<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>3,565</b>	<b>(137)</b>		<b>3,428</b>	<b>3,565</b>	<b>(139)</b>	<b>3,426</b>
							<b>4,580</b>
<b>Balance at 31 December 2017</b>	<b>104,426</b>	<b>93,475</b>		<b>197,901</b>	<b>101,536</b>	<b>93,475</b>	<b>195,011</b>
							<b>171,969</b>

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

**Statement of Changes in Equity – continued**

For the Year Ended 31 December 2016

	Consolidated				CIT		
	Accumulated Funds Actual 2016 \$'000	Revaluation Surplus Actual 2016 \$'000	Asset Total Equity Actual 2016 \$'000		Accumulated Funds Actual 2016 \$'000	Revaluation Surplus Actual 2016 \$'000	Total Equity Actual 2016 \$'000
<b>Balance at 1 January 2016</b>	<b>101,678</b>	<b>73,235</b>	<b>174,913</b>		<b>98,659</b>	<b>73,237</b>	<b>171,896</b>
<b>Comprehensive Income</b>							
Operating Deficit	(489)	–	(489)		(739)	–	(739)
<b>Total Comprehensive Deficit</b>	<b>(489)</b>	<b>–</b>	<b>(489)</b>		<b>(739)</b>	<b>–</b>	<b>(739)</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>							
Capital Injections	9,961	–	9,961		9,961	–	9,961
<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>9,961</b>	<b>–</b>	<b>9,961</b>		<b>9,961</b>	<b>–</b>	<b>9,961</b>
<b>Balance as at 31 December 2016</b>	<b>111,150</b>	<b>73,235</b>	<b>184,385</b>		<b>107,881</b>	<b>73,237</b>	<b>181,118</b>

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

Canberra Institute of Technology  
**Cash Flow Statement**  
For the Year Ended 31 December 2017

Consolidated			CIT		
Note	Actual 2017 \$'000	Actual 2016 \$'000	Actual 2017 \$'000	Original Budget 2017 \$'000	Actual 2016 \$'000

#### Cash Flows from Operating Activities

##### Receipts

Controlled recurrent payments	70,023	69,939	70,023	70,023	69,939
User Charges	45,216	48,638	30,626	30,996	31,283
Interest Received from Bank	434	398	398	300	308
Goods and Services Tax Input Tax Credits from the Australian Taxation Office	1,935	1,903	2,396	2,200	2,483
Goods and Services Tax Collected from Customers	2,103	2,450	1,188	1,500	1,418
Government Grants	840	4,486	840	1,931	4,486
Other	789	787	593	700	610
Contributions	–	–	–	500	1,000
<b>Total Receipts from Operating Activities</b>	<b>121,340</b>	<b>128,601</b>	<b>106,064</b>	<b>108,150</b>	<b>111,527</b>

##### Payments

Employee	73,890	69,902	61,562	60,739	58,651
Superannuation	9,711	9,527	8,600	8,743	8,518
Supplies and Services	37,482	33,885	37,160	39,240	31,094
Good and Services Tax Paid to Suppliers	4,192	3,917	3,745	3,650	3,481
Other	2,241	2,867	1,212	1,700	1,992
<b>Total Payments from Operating Activities</b>	<b>127,516</b>	<b>120,098</b>	<b>112,279</b>	<b>114,072</b>	<b>103,736</b>

<b>Net Cash (Outflows)/Inflows from Operating Activities</b>	33	<b>(6,176)</b>	<b>8,503</b>	<b>(6,215)</b>	<b>(5,922)</b>	<b>7,791</b>
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#### Cash Flows from Investing Activities

##### Receipts

Proceeds from Sale of Property, Plant and Equipment	2	43	2	–	43
<b>Total Receipts from Investing Activities</b>	<b>2</b>	<b>43</b>	<b>2</b>	<b>–</b>	<b>43</b>

##### Payments

Payments for Property, Plant and Equipment	2,750	9,935	2,594	4,580	9,714
<b>Total Payment from Investing Activities</b>	<b>2,750</b>	<b>9,935</b>	<b>2,594</b>	<b>4,580</b>	<b>9,714</b>
<b>Net Cash (Outflows) from Investing Activities</b>	<b>(2,748)</b>	<b>(9,892)</b>	<b>(2,592)</b>	<b>(4,580)</b>	<b>(9,671)</b>

Canberra Institute of Technology  
**Cash Flow Statement – Continued**  
For the Year Ended 31 December 2017

Consolidated				CIT		
	Note	Actual 2017 \$'000	Actual 2016 \$'000	Actual 2017 \$'000	Original Budget 2017 \$'000	Actual 2016 \$'000
<b>Cash Flows from Financing Activities</b>						
<b>Receipts</b>						
Capital Injections		3,426	9,961	3,426	4,580	9,961
<b>Total Receipts from Financing Activities</b>		<b>3,426</b>	<b>9,961</b>	<b>3,426</b>	<b>4,580</b>	<b>9,961</b>
<b>Payments</b>						
Repayment of Borrowings		–	(6)	–	–	–
<b>Total Payment from Financing Activities</b>		<b>–</b>	<b>(6)</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Net Cash Inflows from Financing Activities</b>		<b>3,426</b>	<b>9,967</b>	<b>3,426</b>	<b>4,580</b>	<b>9,961</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>		(5,498)	8,578	(5,381)	(5,921)	8,081
Cash and Cash Equivalents at the Beginning of the Reporting Period		18,617	10,039	15,399	15,399	7,318
<b>Cash and Cash Equivalents at the End of the Reporting Period</b>	33	<b>13,119</b>	<b>18,617</b>	<b>10,018</b>	<b>9,478</b>	<b>15,399</b>

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



Canberra Institute of Technology  
**Statement of Appropriation**  
For the Year Ended 31 December 2017

	Original Budget 2017 \$'000	Total Appropriated 2017 \$'000	Appropriated Drawn 2017 \$'000	Appropriated Drawn 2016 \$'000
Controlled Recurrent Payments	70,023	70,023	70,023	69,939
Capital Injections	4,580	3,426	3,426	9,961
<b>Total Appropriation</b>	<b>74,603</b>	<b>73,449</b>	<b>73,449</b>	<b>79,900</b>

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 Australian Capital Territory Budget 2017-18. This amount also appears 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 CIT during the year. This amount appears in the Cash Flow Statement.

#### Variances between 'Original Budget', 'Total Appropriated' and 'Appropriation Drawn':

	Controlled Recurrent Payment \$'000	Capital Injections \$'000
<b>Reconciliation of Appropriation for 2017</b>		
Original Appropriation for 2017	70,023	4,580
Unspent Appropriation Carried Forward at end of CIT Calendar Year 2016	–	712
<b>Total Appropriated</b>	<b>70,023</b>	<b>5,292</b>
Unspent Appropriation Carried Forward at end of CIT Calendar Year 2017	–	(1,866)
<b>Appropriation Drawn<sup>(a)</sup></b>	<b>70,023</b>	<b>3,426</b>

(a) The difference between the Capital Injections budget and the amount drawn during 2017 is due mainly to the delay in the decision to relocate the music and media departments from CIT Woden campus to CIT Reid campus.

# Canberra Institute of Technology

## For the Year Ended 31 December 2017

	<b>Note 1</b>	Objectives of the Canberra Institute of Technology
	<b>Note 2</b>	Significant Accounting Policies
		<b>Appendix A</b> – Basis of Preparation of the Financial Statements
		<b>Appendix B</b> – Significant Accounting Policies
		<b>Appendix C</b> – Impact of Accounting Standards Issued But Yet to be Applied
	<b>Note 3</b>	Change in Accounting Estimates (see Appendix D)
		<b>Appendix D</b> – Change in Accounting Estimates
<b>Income Notes</b>	<b>Note 4</b>	Controlled Recurrent Payments
	<b>Note 5</b>	User Charges for Goods and Services
	<b>Note 6</b>	Government Grants
	<b>Note 7</b>	Interest
	<b>Note 8</b>	Resources Received Free of Charge
	<b>Note 9</b>	Other Revenue
	<b>Note 10</b>	Other Gains
<b>Expense Notes</b>	<b>Note 11</b>	Employee Expenses
	<b>Note 12</b>	Superannuation Expenses
	<b>Note 13</b>	Supplies and Services
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	<b>Note 15</b>	Other Expenses
	<b>Note 16</b>	Waivers, Impairment Losses and Write-offs
	<b>Note 17</b>	Auditor's Remuneration
<b>Asset Notes</b>	<b>Note 18</b>	Cash and Cash Equivalents
	<b>Note 19</b>	Receivables
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	<b>Note 21</b>	Investments
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	<b>Note 23</b>	Property, Plant and Equipment
	<b>Note 24</b>	Intangible Assets
	<b>Note 25</b>	Capital Works in Progress
<b>Liability Notes</b>	<b>Note 26</b>	Payables
	<b>Note 27</b>	Employee Benefits
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<b>Equity Notes</b>	<b>Note 29</b>	Asset Revaluation Surplus
<b>Other Notes</b>	<b>Note 30</b>	Financial Instruments
	<b>Note 31</b>	Commitments
	<b>Note 32</b>	Contingent Liabilities and Contingent Assets
	<b>Note 33</b>	Cash Flow Reconciliation
	<b>Note 34</b>	Events Occurring after Balance Date
	<b>Note 35</b>	Third Party Monies
	<b>Note 36</b>	Related Party Disclosure
	<b>Note 37</b>	Budgetary Reporting

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 1 OBJECTIVES OF THE CANBERRA INSTITUTE OF TECHNOLOGY**

**Operation and Principal Activities**

The Canberra Institute of Technology (CIT) 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 SIGNIFICANT ACCOUNTING POLICIES**

Refer to the following appendices for the notes comprising significant accounting policies and other explanatory information.

Appendix A – Basis of Preparation of the Financial Statements

Appendix B – Significant Accounting Policies

Appendix C – Impact of Accounting Standards Issued But Yet to be Applied

**NOTE 3 CHANGE IN ACCOUNTING ESTIMATES**

Refer to Appendix D – Change in Accounting Policy, Accounting Estimates.

**NOTE 4 CONTROLLED RECURRENT PAYMENTS**

Controlled Recurrent Payments (CRP) is revenue received from the ACT Government to fund the costs of delivering outputs. The ACT Government pays CRP appropriation to CIT on a fortnightly basis.

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Revenue from the ACT Government</b>				
Controlled Recurrent Payments	70,023	69,939	70,023	69,939
<b>Total Controlled Recurrent Payments</b>	<b>70,023</b>	<b>69,939</b>	<b>70,023</b>	<b>69,939</b>

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
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**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 paid by the user of the goods or services and legally retained by CIT. This revenue is driven by consumer demand.

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>User Charges – ACT Government</b>				
Special Purpose Fund Activities <sup>(a)</sup>	8,267	8,040	7,997	7,817
<b>Total User Charges – ACT Government</b>	<b>8,267</b>	<b>8,040</b>	<b>7,997</b>	<b>7,817</b>
<b>User Charges – Non-ACT Government</b>				
Commercial Revenue	27,898	29,091	12,430	12,219
Student Fees and Charges <sup>(b)</sup>	12,380	10,881	12,380	10,881
Donations	–	7	–	7
<b>Total User Charges – Non-ACT Government</b>	<b>40,278</b>	<b>39,979</b>	<b>24,810</b>	<b>23,107</b>
<b>Total User Charges for Goods and Services</b>	<b>48,545</b>	<b>48,019</b>	<b>32,807</b>	<b>30,924</b>

(a) The increase in Special Purpose Fund Activities revenue is due primarily to a net increase in students funded under specific funding arrangements (e.g. Apprentices and Trainees).

(b) Student Fees and Charges increased due to an increase in student enrolments. Note that fees from overseas students are not included here, they are reported as a component of Commercial Revenue above.

**NOTE 6 GOVERNMENT GRANTS**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Government Grants</b>				
Government Grants – Commonwealth	–	289	–	289
Government Grants – ACT Government <sup>(a)</sup>	967	8,291	967	8,291
<b>Total Government Grants</b>	<b>967</b>	<b>8,580</b>	<b>967</b>	<b>8,580</b>

(a) Government Grants – ACT Government Grants consist primarily of funds received for the CIT Australian Apprenticeships Skills Reform Project and the Structural Reforms projects. The majority of the funds for these projects were received in 2016 with a final receipt in 2017. This funding was one-off and will not continue into the future.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 7 INTEREST**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Interest Revenue <sup>(a)</sup>	434	398	398	308
<b>Total Interest Revenue</b>	<b>434</b>	<b>398</b>	<b>398</b>	<b>308</b>
Total interest revenue from financial assets not at fair value through profit and loss	434	398	398	308

(a) Interest Received increased due to higher cash balance during the year as a result of cash received for the Australian Apprenticeships Skills Reform Project and the Structural Reforms projects.

**NOTE 8 RESOURCES RECEIVED FREE OF CHARGE**

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

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

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Revenue from ACT Government Entities</b>				
Legal Services	151	73	151	73
Library Reference Materials	5	6	5	6
<b>Total Resources Received Free of Charge</b>	<b>156</b>	<b>79</b>	<b>156</b>	<b>79</b>



Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

## NOTE 9 OTHER REVENUE

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

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Revenue from Other Sources</b>				
Insurance Recoveries	–	27	–	27
Student Allowances	190	171	–	–
Other Grants	6	–	–	–
Contributions from CIT Solutions Pty Ltd <sup>(a)</sup>	–	–	–	1,000
Other <sup>(b)</sup>	593	589	593	583
<b>Total Other Revenue from Other Sources</b>	<b>789</b>	<b>787</b>	<b>593</b>	<b>1,610</b>

(a) No contributions from CIT Solutions Pty Limited were paid during 2017 due to operational needs of CIT Solutions Pty Ltd.

(b) Other revenue consists primarily of cost recoveries for utility expenses from the Australian Institute of Sport, Child Care Centre, and food expenses, utilities, printing and postage from CIT Student Association.

## NOTE 10 OTHER GAINS

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

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Gain on Sale of Assets <sup>(a)</sup>	2	43	2	43
	<b>2</b>	<b>43</b>	<b>2</b>	<b>43</b>

(a) Gain on Sale of Assets from primarily the disposal of assets from the plant and equipment asset class.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 11 EMPLOYEE EXPENSES**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Wages and Salaries <sup>(a)</sup>	65,254	62,561	54,369	52,555
Annual Leave Expense <sup>(b)</sup>	4,904	4,667	4,325	4,155
Long Service Leave Expense <sup>(c)</sup>	952	1,740	837	1,595
Workers' Compensation Insurance Premium <sup>(d)</sup>	1,935	2,154	1,119	1,415
<b>Total Employee Expenses</b>	<b>73,045</b>	<b>71,122</b>	<b>60,650</b>	<b>59,720</b>

(a) The increase in Wages and Salaries expenses is primarily the result of additional staff being employed for the Australian Apprenticeships Skills Reform Project and the Structural Reforms projects and a 1.5% pay increase in April 2017.

(b) The Annual Leave Expense consists of the movement in the provision for this expense, the annual leave loading expense and annual leave taken expense.

(c) The Long Service Leave Expense consists of the movement in the provision for this expense and long service leave taken expense. The decrease is the result of an increase in the long service leave taken and staff leaving during the year.

(d) CIT's Workers' Compensation Insurance Premiums fell in 2017 due to a continuing decline in claims.

**NOTE 12 SUPERANNUATION EXPENSES**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Superannuation Contributions to the Territory Banking Account	3,696	3,957	3,680	3,888
Superannuation Payments to Comsuper (for the PSSAP)	414	430	414	430
Superannuation to External Providers <sup>(a)</sup>	5,600	5,141	4,507	4,201
<b>Total Superannuation Expenses</b>	<b>9,710</b>	<b>9,528</b>	<b>8,601</b>	<b>8,519</b>

(a) The increase is due to staff departing and retiring from CIT who were part of the older Superannuation schemes with new staff contributing to external providers of superannuation.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 13 SUPPLIES AND SERVICES**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Advertising	1,050	1,207	825	982
Cleaning Costs <sup>(a)</sup>	2,102	2,370	2,102	2,370
Consultants and Contractors <sup>(b)</sup>	10,917	8,851	7,914	5,028
Information and Communication Technology <sup>(c)</sup>	8,536	8,738	8,490	8,685
Insurance	1,174	1,345	1,121	1,293
Materials <sup>(d)</sup>	2,375	2,829	2,142	2,525
Minor Assets Expensed	438	424	420	386
Operating Lease Charges	1,171	1,144	945	830
Other <sup>(e)</sup>	574	458	478	386
Overseas Student Management Fees <sup>(f)</sup>	107	270	3,444	3,470
Reference and Learning Materials	634	697	430	530
Repairs and Maintenance <sup>(g)</sup>	3,756	3,515	3,536	3,309
Seminars and Conferences	540	573	472	528
Travel and Transport	1,059	1,149	395	488
Utilities <sup>(h)</sup>	2,526	2,677	2,526	2,677
<b>Total Supplies and Services</b>	<b>36,959</b>	<b>36,247</b>	<b>35,240</b>	<b>33,487</b>

- (a) Cleaning Costs decreased due to the withdrawal of activities from the Woden campus and the closure of the Sutton Road Training Facility.
- (b) Consultants and Contractors expenditure increased primarily due to consultant and recruitment fees and charges related to the implementation of the Australian Apprenticeships Skills Reform Project and the Structural Reforms projects, and as a result of a CPI increase in fees paid to ACT Shared Services for Finance and Human Resources services.
- (c) Information and Communication Technology consists of the single-billing agreement with ACT Shared Services, software, hardware and computing incidentals paid to external providers.
- (d) Materials expenditure has decreased primarily as a result of a new printing contract resulting in reduced printing costs in 2017.
- (e) Other comprises membership and association, legal and audit fees.
- (f) Overseas Student Management Fees consist primarily of payments made by CIT to CIT Solutions Pty Ltd for the management of international students.
- (g) Repairs and maintenance costs consists mainly of expenditure undertaken to maintain CIT's buildings and property.
- (h) Utilities expenditure has decreased due to partial closure of CIT Woden Campus and the Sutton Road Training Facility.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 14 DEPRECIATION AND AMORTISATION**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Depreciation</b>				
Buildings	6,848	6,744	6,848	6,744
Plant and Equipment	1,018	972	1,014	969
Leasehold Improvements <sup>(a)</sup>	439	212	346	150
<b>Total Depreciation</b>	<b>8,305</b>	<b>7,928</b>	<b>8,208</b>	<b>7,863</b>
<b>Amortisation</b>				
Computer Software	507	557	507	557
<b>Total Amortisation</b>	<b>507</b>	<b>557</b>	<b>507</b>	<b>557</b>
<b>Total Depreciation and Amortisation</b>	<b>8,812</b>	<b>8,485</b>	<b>8,715</b>	<b>8,420</b>

(a) Leasehold Improvements depreciation increased as a result of the first full-year depreciation of the Tuggeranong campus, which was completed in September 2016.

**NOTE 15 OTHER EXPENSES**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Waivers, Impairment Losses and Write-offs <sup>(a)</sup>	96	355	96	380
Bank Charges and Security Services	85	34	56	10
Copyright Charges	100	93	100	94
Grants	598	477	–	–
Sponsorships	392	448	391	447
Licences and registrations	163	224	171	231
Student Association Funding	650	652	600	600
Other Expenses	595	669	236	314
<b>Total Other Expenses</b>	<b>2,679</b>	<b>2,952</b>	<b>1,650</b>	<b>2,076</b>

(a) Waivers, Impairment Losses and Write-offs have decreased due to the introduction of a change in practice for student enrolments (by cancelling the enrolments of outstanding student debtors) introduced during 2016. See also **Note 16 – Waivers, Impairment Losses and Write-Offs**.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**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.

The write-off of a debt is the accounting action taken to remove a debt from CIT's books however it does not relinquish the legal right of CIT 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 CIT.

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 1,770 students who attracted a waiver during 2017.

The number of Student Fee Irrecoverable Debts relates to transactions with 1,371 students who attracted a write-off during 2017.

Consolidated				
	2017		2016	
	Number	\$'000	Number	\$'000
Waivers and Write-offs				
Student Fee Waivers	992	306	1,770	451
Student Fee Irrecoverable Debts	563	(172)	1,371	215
Total Waivers and Write-Offs <sup>(a)</sup>	1,555	134	3,141	666

**Impairment Losses**

*Impairment Loss from Receivables*

Trade and Other Receivables	–	(38)	–	(311)
<b>Total Impairment Loss from Receivables</b>	<b>–</b>	<b>(38)</b>	<b>–</b>	<b>(311)</b>
<b>Total Waivers, Impairment Losses and Write-offs</b>	<b>1,555</b>	<b>96</b>	<b>3,141</b>	<b>355</b>

CIT				
	2017		2016	
	Number	\$'000	Number	\$'000
Waivers and Write-offs				
Student Fee Waivers	992	306	1,770	451
Student Fee Irrecoverable Debts	563	(172)	1,371	215
Total Waivers and Write-Offs <sup>(a)</sup>	1,555	134	3,141	666

**Impairment Losses**

*Impairment Loss from Receivables*

Trade and Other Receivables	–	(38)	–	(286)
<b>Total Impairment Loss from Receivables</b>	<b>–</b>	<b>(38)</b>	<b>–</b>	<b>(286)</b>
<b>Total Waivers, Impairment Losses and Write-offs</b>	<b>1,555</b>	<b>96</b>	<b>3,141</b>	<b>380</b>

(a) Waivers and Write-offs have decreased due to the introduction of a change in practice for student enrolments (by cancelling the enrolments of outstanding student debtors) introduced during 2016. The resultant reversal of student debts has given rise to a one-off negative movement in the expense accounts for 2017.



Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 17 AUDITOR'S REMUNERATION

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

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Audit Services</b>				
Audit Fees Paid or Payable to the ACT Audit Office	165	161	134	129
<b>Total Audit Fees</b>	<b>165</b>	<b>161</b>	<b>134</b>	<b>129</b>
<b>Total Auditor's Remuneration</b>	<b>165</b>	<b>161</b>	<b>134</b>	<b>129</b>

### NOTE 18 CASH AND CASH EQUIVALENTS

CIT holds a number of bank accounts with Westpac Banking Corporation Limited as part of the ACT Government's whole-of-government banking arrangements. CIT earns interest on these deposits, at a rate currently equivalent to 85 basis points above the Reserve Bank's target cash rate.

Term deposits held by CIT with IMB Financial Services earned a weighted average interest rate of 2.48%.

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Cash at Bank <sup>(a)</sup>	10,110	13,604	7,014	12,391
Cash on Hand	9	13	4	8
Cash Equivalent – Term Deposit	3,000	5,000	3,000	3,000
<b>Total Cash and Cash Equivalents</b>	<b>13,119</b>	<b>18,617</b>	<b>10,018</b>	<b>15,399</b>

(a) The Cash at Bank decrease is primarily due to the payment of a 2016 invoice to ACT Shared Services in early 2017 and the utilisation of funds received in 2016 for the Australian Apprenticeships Skills Reform Projects and the Structural Reforms projects. In addition, no contributions from CIT Solutions Pty Limited were paid during 2017 due to the operational needs of CIT Solutions Pty Ltd.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 19 RECEIVABLES**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current Receivables</b>				
Trade Receivable	3,594	2,604	670	660
Less: Allowance for Impaired Receivables	(56)	(2)	(23)	(2)
<b>Total Accounts Receivable</b>	<b>3,538</b>	<b>2,602</b>	<b>647</b>	<b>658</b>
<b>Student Receivables</b>				
Student Receivables <sup>(a)</sup>	2,026	1,387	2,026	1,387
Less: Allowance for Impaired Receivables	(177)	(269)	(210)	(268)
<b>Total Student Receivables</b>	<b>1,849</b>	<b>1,118</b>	<b>1,816</b>	<b>1,119</b>
<b>Other Receivables</b>				
Inter-Entity Receivable	–	–	–	138
Accrued Revenue	1,854	1,681	1,854	1,681
Net GST Receivable	34	–	93	–
<b>Total Other Receivables</b>	<b>1,888</b>	<b>1,681</b>	<b>1,947</b>	<b>1,819</b>
<b>Total Current Receivables</b>	<b>7,275</b>	<b>5,401</b>	<b>4,410</b>	<b>3,596</b>
<b>Total Receivables</b>	<b>7,275</b>	<b>5,401</b>	<b>4,410</b>	<b>3,596</b>

(a) Student Receivables increased from 2016 levels largely as a consequence of increased marketing effort by CIT which resulted in higher student enrolments for courses throughout 2017.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
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**NOTE 19 RECEIVABLES – CONTINUED**

	<b>Consolidated</b>		<b>CIT</b>	
	<b>2017</b>	<b>2016</b>	<b>2017</b>	<b>2016</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>

**Reconciliation of the Allowance for Impaired Receivables**

Allowance for Impaired Receivables at the Beginning of the Reporting Period	271	566	270	556
Decrease in Allowance Recognised During the Reporting Period	(38)	(295)	(37)	(286)
<b>Allowance for Impairment Losses at the End of the Reporting Period</b>	<b>233</b>	<b>271</b>	<b>233</b>	<b>270</b>

**Classification of ACT Government/Non-ACT Government Receivables**

**Receivables with ACT Government Entities**

Net Trade Receivable	814	509	154	105
Accrued Revenue	1,623	1,560	1,623	1,560
<b>Total Receivables with ACT Government Entities</b>	<b>2,437</b>	<b>2,069</b>	<b>1,777</b>	<b>1,665</b>

**Receivables with Non-ACT Government Entities**

Net Trade Receivable	2,757	1,995	493	456
Net Student Receivable	1,816	1,193	1,816	1,193
Accrued Revenue	230	144	230	144
Inter-entity Receivable	–	–	–	138
Net GST Receivable	35	–	94	–
<b>Total Receivables with Non-ACT Government Entities</b>	<b>4,838</b>	<b>3,332</b>	<b>2,633</b>	<b>1,931</b>
<b>Total Receivables</b>	<b>7,275</b>	<b>5,401</b>	<b>4,410</b>	<b>3,596</b>

Canberra Institute of Technology  
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**NOTE 19 RECEIVABLES – CONTINUED**

Not Overdue	Overdue			Total
Ageing of Receivables Consolidated	Less than 30 Days	30 to 60 Days	Greater than 60 Days	
\$'000	\$'000	\$'000	\$'000	\$'000

**2017**

**Not Impaired <sup>(a)</sup>**

Receivables	5,990	597	312	376	7,275
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**Impaired**

Receivables	–	–	–	233	233
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**2016**

**Not Impaired <sup>(a)</sup>**

Receivables	4,200	362	524	315	5,401
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**Impaired**

Receivables	–	–	–	271	271
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Not Overdue	Overdue			Total
Ageing of Receivables CIT	Less than 30 Days	30 to 60 Days	Greater than 60 Days	
\$'000	\$'000	\$'000	\$'000	\$'000

**2017**

**Not Impaired <sup>(a)</sup>**

Receivables	3,505	324	214	367	4,410
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**Impaired**

Receivables	–	–	–	233	233
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**2016**

**Not Impaired <sup>(a)</sup>**

Receivables	2,717	269	313	297	3,596
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**Impaired**

Receivables	–	–	–	270	270
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(a) 'Not Impaired' refers to Net Receivables (that is Gross Receivables less Impaired Receivables).

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
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**NOTE 20 OTHER ASSETS**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current Other Assets</b>				
Prepayments <sup>(a)</sup>	1,860	2,248	3,345	2,004
<b>Total Current Other Assets</b>	<b>1,860</b>	<b>2,248</b>	<b>3,345</b>	<b>2,004</b>
<b>Total Other Assets</b>	<b>1,860</b>	<b>2,248</b>	<b>3,345</b>	<b>2,004</b>

(a) Prepayments include workers compensation, insurance and software licence prepayments. The increase was due to the prepayment of Overseas Management Fees to CIT Solutions Pty Ltd.

**NOTE 21 INVESTMENTS**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Non-current Investments</b>				
CIT Solutions Pty Limited <sup>(a)</sup>	–	–	20	20
<b>Total Non-Current Investments</b>	<b>–</b>	<b>–</b>	<b>20</b>	<b>20</b>
<b>Total Investments</b>	<b>–</b>	<b>–</b>	<b>20</b>	<b>20</b>

(a) The Canberra Institute of Technology holds \$20,000 of paid-up capital in CIT Solutions Pty Limited. CIT Solutions Pty Limited provides a range of educational activities and services on a commercial basis.

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**NOTE 22 ASSETS HELD FOR DISTRIBUTION TO OWNERS**

CIT has classified the buildings at the Sutton Road Training Facility as 'Assets Held for Distribution to Owners'. CIT is disposing of these buildings as a result of a CIT's campus modernisation program. The Sutton Road Training Facility buildings are expected to be disposed during the next reporting period.

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Buildings Held for Distribution to Owners <sup>(a)</sup>	965	–	965	–
<b>Total Assets Held for Distribution to Owners</b>	<b>965</b>	<b>–</b>	<b>965</b>	<b>–</b>

(a) The increase in buildings held for sale is attributed to CIT's intention to dispose buildings at the Sutton Road Training Facility from which CIT has withdrawn in June 2017 as part of the campus modernisation program. There were no land and buildings held for sale at 31 December 2016.

**Fair Value Hierarchy**

Details of CIT's Assets Held for Distribution to Owners at fair value and information about the Fair Value Hierarchy as at 31 December 2017 are as follows:

	Classification According to Fair Value Hierarchy			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Level 4 \$'000
<b>Assets Held for Distribution to Owners at Fair Value</b>				
Buildings	–	–	965	965
<b>Total Assets Held for Distribution to Owners</b>	<b>–</b>	<b>–</b>	<b>965</b>	<b>965</b>

The Fair Value Hierarchy is discussed in **Note 23 – Property, Plant and Equipment**.

**Transfers Between Categories**

There were no transfers between Levels 1, 2 and 3 during the current and previous reporting period.

**Valuation techniques, inputs and processes**

Level 3 fair values of Assets Held for Distribution to Owners are derived using the cost approach for specialised buildings and depreciated replacement cost of equivalent modern improvements for buildings.

These assets have been written down to fair value less costs to sell. Assets Held for Distribution to Owners represent a non-recurring fair value measurement.



Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 23 PROPERTY, PLANT AND EQUIPMENT

*Property, plant and equipment* includes the following classes of assets – land, buildings, leasehold improvements, plant and equipment, and heritage assets. Property, plant and equipment does not include Assets Held for Distribution to Owners or investment property.

- *Land* includes leasehold land held by CIT.
- *Buildings* include office buildings, teaching spaces, workshops, laboratories, fit-out, carpark, footpaths and street lights.
- *Leasehold improvements* represent capital expenditure incurred in relation to leased assets. This includes fit-out 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 CIT include artworks, gemstones and sculptures.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 23 PROPERTY, PLANT AND EQUIPMENT – CONTINUED**

	<b>Consolidated</b>		<b>CIT</b>	
	<b>2017</b>	<b>2016</b>	<b>2017</b>	<b>2016</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Land</b>				
Land at Fair Value	53,235	43,717	53,235	43,717
<b>Total Land Assets</b>	<b>53,235</b>	<b>43,717</b>	<b>53,235</b>	<b>43,717</b>
<b>Buildings</b>				
Buildings at Fair Value	136,320	144,002	136,320	144,002
Less: Accumulated Depreciation	(620)	(14,028)	(620)	(14,028)
<b>Total Written Down Value of Buildings</b>	<b>135,718</b>	<b>129,974</b>	<b>135,718</b>	<b>129,974</b>
<b>Total Written Down Value of Land and Buildings</b>	<b>188,953</b>	<b>173,691</b>	<b>188,953</b>	<b>173,691</b>
<b>Leasehold Improvements</b>				
Leasehold Improvements at Cost	3,919	3,368	3,427	2,812
Less: Accumulated Depreciation	(761)	(531)	(574)	(228)
<b>Total Written Down Value of Leasehold Improvements</b>	<b>3,158</b>	<b>2,837</b>	<b>2,853</b>	<b>2,584</b>
<b>Plant and Equipment</b>				
Plant and Equipment at Cost	10,074	9,452	10,051	9,443
Less: Accumulated Depreciation	(3,172)	(2,312)	(3,159)	(2,303)
<b>Total Written-Down Value of Plant and Equipment</b>	<b>6,902</b>	<b>7,140</b>	<b>6,892</b>	<b>7,140</b>
<b>Heritage Assets</b>				
Heritage Assets at Fair Value	144	144	144	144
<b>Total Heritage Assets</b>	<b>144</b>	<b>144</b>	<b>144</b>	<b>144</b>
<b>Total Written Down Value of Property, Plant and Equipment</b>	<b>199,157</b>	<b>183,812</b>	<b>198,842</b>	<b>183,559</b>

**Valuation of Non-Current Assets**

Certified Practising Valuers Knight Frank Valuations Canberra performed an independent revaluation of CIT's Land and Buildings at 31 December 2017. The Director, CIT Technology and Design, performed a revaluation of CIT's Heritage assets at 31 December 2017. The next valuation is scheduled for December 2020.

Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 23 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

#### Reconciliation of Property, Plant and Equipment

The following table shows the movement of Property, Plant and Equipment during 2017 and 2016.

	Land \$'000	Buildings \$'000	Leasehold Improvements \$'000	Plant and Equipment \$'000	Heritage and Community Assets \$'000	Total \$'000
<b>Consolidated 2017</b>						
<b>Carrying Amount at the Beginning of the Reporting Period</b>	<b>43,717</b>	<b>129,974</b>	<b>2,837</b>	<b>7,140</b>	<b>144</b>	<b>183,812</b>
Additions	–	2,717	760	826	2	4,305
Revaluation Increment	9,518	10,857	–	–	–	20,375
Depreciation	–	(6,848)	(439)	(1,017)	(2)	(8,306)
Disposals <sup>(a)</sup>	–	(1,058)	–	(288)	–	(1,346)
Depreciation Write-back for Asset Disposals	–	76	–	158	–	234
Other Movements	–	–	–	83	–	83
<b>Carrying Amount at the End of the Reporting Period</b>	<b>53,235</b>	<b>135,718</b>	<b>3,158</b>	<b>6,902</b>	<b>144</b>	<b>199,157</b>

#### Consolidated 2016

<b>Carrying Amount at the Beginning of the Reporting Period</b>	<b>43,717</b>	<b>131,502</b>	<b>348</b>	<b>6,574</b>	<b>144</b>	<b>182,285</b>
Additions	–	5,216	2,606	1,906	–	9,728
Depreciation	–	(6,744)	(212)	(972)	–	(7,928)
Disposals	–	–	–	(151)	–	(151)
Depreciation Write-back for Asset Disposals	–	–	–	59	–	59
Other Movements	–	–	95	(276)	–	(181)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>43,717</b>	<b>129,974</b>	<b>2,837</b>	<b>7,140</b>	<b>144</b>	<b>183,812</b>

(a) Disposals include assets transferred to Assets Held for Distribution to Owners

Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 23 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

#### Reconciliation of Property, Plant and Equipment

The following table shows the movement of Property, Plant and Equipment during 2017 and 2016.

	Land \$'000	Buildings \$'000	Leasehold Improvements \$'000	Plant and Equipment \$'000	Heritage and Community Assets \$'000	Total \$'000
<b>CIT 2017</b>						
<b>Carrying Amount at the Beginning of the Reporting Period</b>	<b>43,717</b>	<b>129,974</b>	<b>2,584</b>	<b>7,140</b>	<b>144</b>	<b>183,559</b>
Additions	–	2,717	615	813	2	4,147
Revaluation Increment	9,518	10,857	–	–	–	20,375
Depreciation	–	(6,848)	(346)	(1,014)	–	(8,208)
Disposals <sup>(a)</sup>	–	(1,058)	–	(288)	(2)	(1,348)
Depreciation Write-back for Asset Disposals	–	76	–	158	–	234
Other Movements	–	–	–	83	–	83
<b>Carrying Amount at the End of the Reporting Period</b>	<b>53,235</b>	<b>135,718</b>	<b>2,853</b>	<b>6,892</b>	<b>144</b>	<b>198,842</b>
<b>CIT 2016</b>						
<b>Carrying Amount at the Beginning of the Reporting Period</b>	<b>43,717</b>	<b>131,502</b>	<b>225</b>	<b>6,571</b>	<b>144</b>	<b>182,159</b>
Additions	–	5,216	2,509	1,906	–	9,631
Depreciation	–	(6,744)	(150)	(969)	–	(7,863)
Disposals	–	–	–	(151)	–	(151)
Depreciation Write-back for Asset Disposals	–	–	–	59	–	59
Other Movements	–	–	–	(276)	–	(276)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>43,717</b>	<b>129,974</b>	<b>2,584</b>	<b>7,140</b>	<b>144</b>	<b>183,559</b>

(a) Disposals include assets transferred to Assets Held for Distribution to Owners

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
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**NOTE 23 PROPERTY, PLANT AND EQUIPMENT – CONTINUED**

**Fair Value Hierarchy**

CIT is required to classify property, plant and equipment into a 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 or liabilities that the agency can access at the measurement date;
- **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** – inputs that are unobservable for particular assets or liabilities.

Details of CIT's property, plant and equipment at fair value and information about the Fair Value Hierarchy as at 31 December 2017 are as follows:

**Consolidated 2017**

Property, Plant and Equipment at Fair Value	Classification According to the Fair Value Hierarchy			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Land	–	53,235	–	53,235
Buildings	–	2,346	133,373	135,719
Heritage Assets	–	136	8	144
	–	<b>55,717</b>	<b>133,381</b>	<b>189,098</b>

**Consolidated 2016**

Property, Plant and Equipment at Fair Value	Classification According to the Fair Value Hierarchy			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Land	–	43,717	–	43,717
Buildings	–	2,596	127,378	129,974
Plant and Equipment	–	340	6,800	7,140
Heritage Assets	–	136	8	144
	–	<b>46,789</b>	<b>134,186</b>	<b>180,975</b>

Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 23 PROPERTY, PLANT AND EQUIPMENT – CONTINUED

#### Fair Value Hierarchy – Continued

#### Transfer Between Categories

**Transfers:** There have been no transfers between level 1, 2 and 3 during the current or prior reporting periods.

#### CIT 2017

Property, Plant and Equipment at Fair Value	Classification According to Fair Value Hierarchy			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Land	–	53,235	–	53,235
Buildings	–	2,346	133,373	135,719
Heritage Assets	–	136	8	144
	–	<b>55,717</b>	<b>133,381</b>	<b>189,098</b>

#### CIT 2016

Property, Plant and Equipment at Fair Value	Classification According to Fair Value Hierarchy			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Land	–	43,717	–	43,717
Buildings	–	2,596	127,378	129,974
Plant and Equipment	–	340	6,800	7,140
Heritage Assets (including Artworks)	–	136	8	144
	–	<b>46,789</b>	<b>134,186</b>	<b>180,975</b>



Canberra Institute of Technology  
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## **NOTE 23 PROPERTY, PLANT AND EQUIPMENT – CONTINUED**

### **Fair Value Hierarchy – Continued**

#### **Transfer Between Categories**

**Transfers:** There have been no transfers between level 1, 2 and 3 during the current or prior reporting periods.

#### **Valuation Techniques, inputs and processes**

##### **Level 2 Valuation Techniques and Inputs**

**Valuation Technique:** The valuation technique used to value land and buildings is the market approach that reflects recent transaction prices for similar properties and buildings (comparable in location and size).

**Inputs:** In determining the value of land, prices and other relevant information generated by market transactions involving comparable land and buildings were considered. The following was taken into regard: the Crown Lease terms and tenure, the Australian Capital Territory Plan and the National Capital Plan, where applicable, as well as current zoning. CIT considers that the valuation reflects the highest and best use value.

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. The Monterey student accommodation and Woden Childcare Centre were valued on a direct comparison basis, whereby an active and liquid market exists and comparable market evidence can be analysed to assist in deriving a value.

**Valuation technique:** The valuation technique applied to Heritage assets is the market approach. This approach uses sales prices and other relevant information generated by market transactions involving similar assets or works by artists with similar standing/style.

**Inputs:** Artworks comprise works produced by students and other artists held for permanent exhibition, for which fair value is determined using a market value (comparable sales) where there is a market for the same or a similar item.

##### **Level 3 Valuation Techniques and Inputs**

**Valuation Technique:** Most buildings were considered specialised assets by the valuers and measured using the cost approach that reflects the cost to a market participant to construct assets of comparable utility adjusted for obsolescence. For buildings, depreciated replacement cost of equivalent modern improvements per square metre of floor area was also used in measuring fair value.

**Inputs:** In determining the value of buildings, regard was given to the age of buildings, size of improvements, estimated replacement cost, condition of structures and current use. This required the use of data internal to CIT. When assessing the value, the prices adopted from the evidence were on a dollar per square metre basis, subsequently applied to the various building areas to derive the total building value.

**Valuation technique:** Heritage assets where there is no active market (produced by non-recognised artists) are valued using unobservable inputs.

**Inputs:** In determining the value of these artworks, unobservable inputs were developed with regard given to aesthetic quality, medium, valuer's knowledge of the market, and recent sales of works by artists with similar standing/style to the non-recognised artists.

There have been no changes to the above valuation techniques during the year.

Transfers in and out of a fair value level are recognised at the end of the reporting period in which the assets are revalued or changed in circumstances that cause a revaluation and transfer.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
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**NOTE 23 PROPERTY, PLANT AND EQUIPMENT – CONTINUED**

**Fair Value Hierarchy – Continued**

**Fair value measurements using significant unobservable inputs (Level 3)**

Consolidated 2017	Buildings \$'000	Plant and Equipment \$'000	Heritage Assets \$'000
<b>Fair Value at the Beginning of the Reporting Period</b>	<b>127,379</b>	<b>6,800</b>	<b>8</b>
Additions	2,717	–	–
Revaluation increments/(decrements) recognised in Other Comprehensive Income	11,251	–	–
Depreciation	(6,514)	–	–
Disposal	(94)	–	–
Other Movements (Transfer to Assets Held for Distribution to Owners)	(965)	–	–
Plant and Equipment now carried at cost	–	(6,800)	–
<b>Fair Value at the end of the Reporting Period</b>	<b>133,373</b>	<b>–</b>	<b>8</b>

Consolidated 2016	Buildings \$'000	Plant and Equipment \$'000	Heritage Assets \$'000
<b>Fair Value at the Beginning of the Reporting Period</b>	<b>128,852</b>	<b>6,164</b>	<b>8</b>
Additions	5,215	1,906	–
Depreciation	(6,688)	(1,120)	–
Disposal	–	(150)	–
<b>Fair Value at the end of the Reporting Period</b>	<b>127,379</b>	<b>6,800</b>	<b>8</b>

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 23 PROPERTY, PLANT AND EQUIPMENT – CONTINUED**

**Fair Value Hierarchy – Continued**

**Fair value measurements using significant unobservable inputs (Level 3)**

CIT 2017	Buildings \$'000	Plant and Equipment \$'000	Heritage Assets \$'000
<b>Fair Value at the Beginning of the Reporting Period</b>	<b>127,379</b>	<b>6,800</b>	<b>8</b>
Additions	2,717	–	–
Revaluation increments/(decrements) recognised in Other Comprehensive Income	11,251	–	–
Depreciation	(6,514)	–	–
Disposal	(94)	–	–
Other Movements (Transfer to Assets Held for Distribution to Owners)	(965)	–	–
Plant and Equipment now carried at cost	–	(6,800)	–
<b>Fair Value at the end of the Reporting Period</b>	<b>133,373</b>	<b>–</b>	<b>8</b>

CIT 2016	Buildings \$'000	Plant and Equipment \$'000	Heritage Assets \$'000
<b>Fair Value at the Beginning of the Reporting Period</b>	<b>128,852</b>	<b>6,160</b>	<b>8</b>
Additions	5,215	1,906	–
Depreciation	(6,688)	(1,116)	–
Disposal	–	(150)	–
<b>Fair Value at the end of the Reporting Period</b>	<b>127,379</b>	<b>6,800</b>	<b>8</b>

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

## NOTE 24 INTANGIBLE ASSETS

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

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Computer Software</b>				
<i>Externally Purchased Software</i>				
Computer Software at Cost	6,349	6,290	6,349	6,290
Less: Accumulated Amortisation <sup>(a)</sup>	(5,545)	(5,038)	(5,545)	(5,038)
<b>Total Externally Purchased Software</b>	<b>804</b>	<b>1,252</b>	<b>804</b>	<b>1,252</b>
<b>Total Computer Software</b>	<b>804</b>	<b>1,252</b>	<b>804</b>	<b>1,252</b>
<b>Total Intangible Assets</b>	<b>804</b>	<b>1,252</b>	<b>804</b>	<b>1,252</b>

(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 2016 and 2017.

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Carrying Amount at the Beginning of the Reporting Period</b>	<b>1,252</b>	<b>1,616</b>	<b>1,252</b>	<b>1,616</b>
Additions	59	193	59	193
Amortisation	(507)	(557)	(507)	(557)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>804</b>	<b>1,252</b>	<b>804</b>	<b>1,252</b>

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
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## NOTE 25 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 CIT is not currently deriving economic benefits from them.

Building Works In Progress comprise capital upgrades.

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Plant and Equipment In Progress	58	–	58	–
Buildings Works in Progress <sup>(a)</sup>	2,064	2,467	2,064	2,467
Software	88	55	88	55
<b>Total Capital Works in Progress</b>	<b>2,210</b>	<b>2,522</b>	<b>2,210</b>	<b>2,522</b>

### Reconciliation of Capital Works in Progress

The following table shows the movement in the Consolidated Entity's Capital Works in Progress during 2016 and 2017.

	Plant and Equipment Works in Progress \$'000	Buildings Works in Progress \$'000	Software Works in Progress \$'000	Total \$'000
--	--	---	--	-----------------

#### Consolidated 2017

<b>Carrying Amount at the Beginning of the Reporting Period</b>	–	<b>2,467</b>	<b>55</b>	<b>2,522</b>
Additions	58	2,510	88	2,656
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment	–	(2,913)	–	(2,913)
Capital Works in Progress Completed and Transferred to Intangible Asset	–	–	(55)	(55)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>58</b>	<b>2,064</b>	<b>88</b>	<b>2,210</b>

#### Consolidated 2016

<b>Carrying Amount at the Beginning of the Reporting Period</b>	–	<b>2,403</b>	–	<b>2,403</b>
Additions	–	7,479	55	7,534
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment	–	(7,415)	–	(7,415)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>–</b>	<b>2,467</b>	<b>55</b>	<b>2,522</b>

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
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**NOTE 25 CAPITAL WORKS IN PROGRESS – CONTINUED**

**Reconciliation of Capital Works in Progress**

The following table shows the movement in CIT's Capital Works in Progress during 2016 and 2017.

	Plant and Equipment Works in Progress \$'000	Buildings Works in Progress \$'000	Software Works in Progress \$'000	Total \$'000
<b>CIT 2017</b>				
Carrying Amount at the Beginning of the Reporting Period	–	2,467	55	2,522
Additions	58	2,510	88	2,656
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment	–	(2,913)	–	(2,913)
Capital Works in Progress Completed and Transferred to Intangible Asset	–	–	(55)	(55)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>58</b>	<b>2,064</b>	<b>88</b>	<b>2,210</b>
<b>CIT 2016</b>				
Carrying Amount at the Beginning of the Reporting Period	–	2,403	–	2,403
Additions	–	7,479	55	7,534
Capital Works in Progress Completed and Transferred to Property, Plant and Equipment	–	(7,415)	–	(7,415)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>–</b>	<b>2,467</b>	<b>55</b>	<b>2,522</b>



Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 26 PAYABLES**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current Payables</b>				
Accounts Payable <sup>(a)</sup>	919	357	919	357
Other Payables	118	2	118	2
	<b>1,037</b>	<b>359</b>	<b>1,037</b>	<b>359</b>
Accrued Expenses <sup>(b)</sup>	2,606	4,152	2,504	3,886
GST Payable	–	119	–	68
Inter Entity Payable	–	–	180	–
<b>Total Current Payables</b>	<b>2,606</b>	<b>4,271</b>	<b>2,684</b>	<b>3,954</b>
<b>Total Payables</b>	<b>3,643</b>	<b>4,630</b>	<b>3,721</b>	<b>4,313</b>

**Payables are aged as follows:**

Not Overdue	3,252	4,601	3,330	4,284
Overdue for Less than 30 Days	391	28	391	28
Overdue for 30 to 60 Days	–	1	–	1
Overdue for More than 60 Days	–	–	–	–
<b>Total Payables</b>	<b>3,643</b>	<b>4,630</b>	<b>3,721</b>	<b>4,313</b>

**Classification of ACT Government/Non-ACT Government Payables**

**Payables with ACT Government Entities**

Accrued Expenses	692	2,813	821	2,839
<b>Total Payables with ACT Government Entities</b>	<b>692</b>	<b>2,813</b>	<b>821</b>	<b>2,839</b>

**Payables with Non-ACT Government Entities**

Accounts Payable	919	357	919	357
Other Payables	124	2	124	2
Accrued Expenses	1,908	1,339	1,677	1,047
Inter Entity Payable	–	–	180	–
GST Payable	–	119	–	68
<b>Total Payables with Non-ACT Government Entities</b>	<b>2,951</b>	<b>1,817</b>	<b>2,900</b>	<b>1,474</b>
<b>Total Payables</b>	<b>3,643</b>	<b>4,630</b>	<b>3,721</b>	<b>4,313</b>

- (a) Accounts Payable increased from 2016 levels due to the delayed payment of CIT Solutions Pty Ltd intercompany charges and standard timing differences in the receipt of invoices around year end shutdown.
- (b) Accrued expenses has decreased from 2016 as quarterly payments to ACT Shared Services for 2016 were settled in 2017, whereas the same payment for 2017 was settled prior to the end of the year.

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**NOTE 27 EMPLOYEE BENEFITS**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current Employee Benefits</b>				
Annual Leave	6,605	6,584	5,969	6,060
Long Service Leave	12,541	13,319	11,896	12,607
Accrued Salaries	611	611	466	459
Other Benefits	235	241	77	81
<b>Total Current Employee Benefits</b>	<b>19,992</b>	<b>20,755</b>	<b>18,408</b>	<b>19,207</b>
<b>Non-Current Employee Benefits</b>				
Long Service Leave	1,018	1,054	870	947
<b>Total Non-Current Employee Benefits</b>	<b>1,018</b>	<b>1,054</b>	<b>870</b>	<b>947</b>
<b>Total Employee Benefits</b>	<b>21,010</b>	<b>21,809</b>	<b>19,278</b>	<b>20,154</b>
<b>Estimate of when Leave is Payable</b>				
<b>Estimated Amount Payable within 12 Months</b>				
Annual Leave	4,646	4,607	4,197	4,082
Long Service Leave	1,312	1,257	1,235	1,258
Accrued Salaries	611	611	466	459
Other Benefits	235	241	77	81
<b>Total Employee Benefits Payable within 12 Months</b>	<b>6,794</b>	<b>6,716</b>	<b>5,975</b>	<b>5,880</b>
<b>Estimated Amount Payable after 12 Months</b>				
Long Service Leave	12,246	13,116	11,531	12,297
Annual Leave	1,961	1,977	1,773	1,977
<b>Total Employee Benefits Payable after 12 Months</b>	<b>14,217</b>	<b>15,093</b>	<b>13,304</b>	<b>14,274</b>
<b>Total Employee Benefits</b>	<b>21,011</b>	<b>21,809</b>	<b>19,279</b>	<b>20,154</b>

As at 31 December 2017, CIT employed 674 full time equivalent (FTE) staff. There were 678 FTE staff as at 31 December 2016.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 28 OTHER LIABILITIES**

	Consolidated		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Current Other Liabilities</b>				
Revenue received in Advance - Student Fees <sup>(a)</sup>	2,002	2,579	2,003	2,579
Revenue received in Advance - Grants	47	170	9	140
Other Current Liabilities	288	232	140	48
<b>Total Current Other Liabilities</b>	<b>2,337</b>	<b>2,981</b>	<b>2,152</b>	<b>2,767</b>
<b>Non-Current Other Liabilities</b>				
Other <sup>(b)</sup>	499	47	452	–
<b>Total Non-Current Other Liabilities</b>	<b>499</b>	<b>47</b>	<b>452</b>	<b>–</b>
<b>Total Other Liabilities</b>	<b>2,836</b>	<b>3,028</b>	<b>2,604</b>	<b>2,767</b>

(a) Revenue received in Advance – Student Fees has decreased over the prior year due to a decrease in overseas student registrations, fees and payments in advance for study in 2018.

(b) Other non-current liabilities consist of the non-current portion of interest free borrowings from the ACT Government Carbon Neutral Government Loan Fund for the Carbon Neutral Project. The loan is repayable over eight years.

**NOTE 29 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		CIT	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Balance at the Beginning of the Reporting Period</b>	<b>73,235</b>	<b>73,235</b>	<b>73,237</b>	<b>73,237</b>
Increment in Land due to Revaluation	9,518	–	9,518	–
Increment in Buildings due to Revaluation	10,857	–	10,857	–
Decrement in Plant and Equipment	2	–	2	–
Transfer to Accumulated Funds on Disposal	(137)	–	(139)	–
<b>Total Increment in the Asset Revaluation Surplus</b>	<b>20,238</b>	<b>–</b>	<b>20,238</b>	<b>–</b>
<b>Balance at the End of the Reporting Period</b>	<b>93,473</b>	<b>73,235</b>	<b>93,475</b>	<b>73,237</b>

Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 30 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 – 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. CIT's financial assets consist of cash and cash equivalents, which are normally exposed to floating interest rate risk. Based on the cash needs of CIT, floating interest rate risk is mitigated by investing cash in term deposits with fixed interest rates.

CIT does not have any financial liabilities held at floating interest rates and is therefore not exposed to movements in the amount of interest payable. There have been no changes in risk exposure or processes for managing risk since the last financial reporting period.

A sensitivity analysis has not been undertaken for the interest rate risk of CIT as it has been determined that the possible impact on income and expenses or total equity from fluctuations in interest rates is immaterial.

#### 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.

CIT is exposed to credit risk from:

- the amount of the financial assets it holds net of any allowance for impairment
- financial assets that are not past due or impaired
- transactions with students and other commercial entities
- term deposits.

CIT manages its credit risk by:

- the majority of revenue transactions taking place with ACT Government and Australian Government entities
- monitoring and collecting all financial assets not past due or impaired
- transactional risks are managed through internal processes which include sending reminder letters and referring to a debt collection agency. With regard to student debtors, CIT can limit their access to facilities, obtaining grades and graduating.
- term deposits are held with the Illawarra Mutual Bank Limited, which is considered to be a high quality credit financial institution.

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

#### Liquidity Risk

Liquidity risk is the risk that CIT will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. CIT manages its exposure to liquidity risk by drawing down appropriations received progressively throughout the year and by progressively invoicing students and other debtors to ensure that it can meet its obligations throughout the year. See the maturity analysis for further details on when financial assets and liabilities mature.

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

Canberra Institute of Technology  
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**NOTE 30 FINANCIAL INSTRUMENTS – CONTINUED**

**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 financial instrument or its issuer, or by factors affecting all similar financial instruments traded in the market. CIT has no exposure to price risk, as it does not hold financial instruments that are exposed to movements in market prices.

**Fair Value of Financial Assets and Liabilities**

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

	Consolidated			
	Carrying Amount	Fair Value Amount	Carrying Amount	Fair Value Amount
	2017 \$'000	2017 \$'000	2016 \$'000	2016 \$'000

**Financial Assets**

Cash and Cash Equivalents	13,119	13,119	18,617	18,617
Receivables	5,387	5,387	3,720	3,720
<b>Total Financial Assets</b>	<b>18,506</b>	<b>18,506</b>	<b>22,337</b>	<b>22,337</b>

**Financial Liabilities**

Payables	1,037	1,037	359	359
ACT Government Carbon Neutral Government Loan Fund	517	517	–	–
<b>Total Financial Liabilities</b>	<b>1,554</b>	<b>1,554</b>	<b>359</b>	<b>359</b>

**Fair Value Hierarchy**

CIT 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 2017

### NOTE 30 FINANCIAL INSTRUMENTS – CONTINUED

The following table sets out CIT'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 at 31 December 2017. 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.

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

#### Consolidated 2017

Financial Instruments	Note	Weighted Average Interest Rate	Floating Interest \$'000	Fixed Interest Maturing in:			Non-Interest Bearing \$'000	Total \$'000
				1 Year or less \$'000	1 to 5 Years \$'000	Over 5 Years \$'000		
Financial Assets								
Cash and Cash Equivalents	18	2.48%	10,110	3,000	-	-	9	13,119
Receivables	19		-	-	-	-	5,387	5,387
Total Financial Assets			10,110	3,000	-	-	5,396	18,506
Financial Liabilities								
Payables	26		-	-	-	-	1,037	1,037
ACT Government Carbon Neutral Government Loan Fund			-	-	-	-	517	517
Total Financial Liabilities			-	-	-	-	1,554	1,554
Net Financial Assets								
			10,110	3,000	-	-	3,842	16,952

Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 30 FINANCIAL INSTRUMENTS – CONTINUED

The following table sets out CIT'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 at 31 December 2016. 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.

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

#### Consolidated 2016

Financial Instruments	Note	Weighted Average Interest Rate	Floating Interest \$'000	Fixed Interest Maturing in:			Non-Interest Bearing \$'000	Total \$'000
				1 Year or less \$'000	1 to 5 Years \$'000	Over 5 Years \$'000		
Financial Assets								
Cash and Cash Equivalents	18	2.57%	13,604	5,000	-	-	13	18,617
Receivables	19		-	-	-	-	3,720	3,720
Total Financial Assets			13,604	5,000	-	-	3,733	22,337
Financial Liabilities								
Payables	26		-	-	-	-	359	359
Total Financial Liabilities			-	-	-	-	359	359
Net Financial Assets			13,604	5,000	-	-	3,374	21,978



Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 30 FINANCIAL INSTRUMENTS – CONTINUED**

	<b>Consolidated</b>	
	<b>2017 \$'000</b>	<b>2016 \$'000</b>

**Carrying Amount of Each Category of Financial Asset and Financial Liability**

**Financial Assets**

Loans and Receivables Measured at Amortised Cost	5,387	3,720
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**Financial Liabilities**

Financial Liabilities Measured at Amortised Cost	1,554	359
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**Fair Value**

CIT does not have any financial assets or financial liabilities at fair value. As such no Fair Value Hierarchy disclosures have been made.

**NOTE 31 COMMITMENTS**

**Capital Commitments**

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

	<b>Consolidated</b>		<b>CIT</b>	
	<b>2017 \$'000</b>	<b>2016 \$'000</b>	<b>2017 \$'000</b>	<b>2016 \$'000</b>
<b>Capital Commitments – Property, Plant and Equipment</b>				
Within one year <sup>(a)</sup>	1,977	650	1,977	650
<b>Total Capital Commitments – Property, Plant and Equipment</b>	<b>1,977</b>	<b>650</b>	<b>1,977</b>	<b>650</b>

**Other Commitments**

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

Within one year	661	862	638	837
Later than one year but not later than five years	964	1,428	951	1,405
Later than five years	105	133	105	133
<b>Total Other Commitments</b>	<b>1,730</b>	<b>2,290</b>	<b>1,694</b>	<b>2,242</b>

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

(a) The increase in 2017 is due primarily to the commitments for the completion of building improvements through capital upgrades through Goods and Services Procurement.

Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 32 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

#### Contingent Liabilities

In December 2017 CIT 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 CIT from a third party. At the reporting date the estimated potential liability as a result of court action is \$194,000 (2016 \$40,000).

#### *Asbestos Containing Materials*

Asbestos Containing Materials have been identified at the Watson Facility, which require remediation. Cost estimates provided to CIT range from \$3,200,000 (to terminate existing leases and demolish the buildings to render the site available for sale/redevelopment) to \$7,250,000 (to remediate the buildings one at a time whilst maintaining tenancies in other buildings). ACT Government approval is required prior to undertaking any course of action. No approval had been sought or obtained at 31 December 2017.

#### Contingent Assets

At the reporting date an estimate of the potential insurance settlement receivable in relation to pending legal claims from third parties is \$179,000 (2016 \$30,000).

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 33 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**

	<b>Consolidated</b>		<b>CIT</b>	
	<b>2017 \$'000</b>	<b>2016 \$'000</b>	<b>2017 \$'000</b>	<b>2016 \$'000</b>
Total Cash and Cash Equivalents Recorded in the Balance Sheet	13,119	18,617	10,018	15,399
<b>Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement</b>	<b>13,119</b>	<b>18,617</b>	<b>10,018</b>	<b>15,399</b>

**(b) Reconciliation of Net Cash Inflows from Operating Activities to the Operating Surplus**

Operating Deficit	(10,289)	(489)	(9,910)	(739)
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**Add Non-Cash Items**

Depreciation of Property, Plant and Equipment	8,305	7,928	8,208	7,863
Amortisation of Intangibles	507	557	507	557

**Add/(Less) Items Classified as Investing or Financing**

Net Gain from the Sale of Assets	2	43	2	43
Net Loss on Disposal of Non-Current Assets	(13)	–	(13)	–
<b>Cash Before Changes in Operating Assets and Liabilities</b>	<b>(1,488)</b>	<b>8,039</b>	<b>(1,206)</b>	<b>7,724</b>

**Changes in Operating Assets and Liabilities**

(Increase) in Receivables	(2,961)	(185)	(1,668)	(691)
(Increase)/Decrease in Other Assets	387	(115)	(1,341)	(63)
(Decrease)/Increase in Payables	(1,123)	2,650	(959)	2,606
(Decrease)/Increase in Employee Benefits	(798)	1,227	(878)	1,074
(Decrease) in Other Liabilities	(193)	(3,113)	(163)	(2,859)
<b>Net Changes in Operating Assets and Liabilities</b>	<b>(4,688)</b>	<b>464</b>	<b>(5,009)</b>	<b>67</b>
<b>Net Cash Inflows/(Outflows) from Operating Activities</b>	<b>(6,176)</b>	<b>8,503</b>	<b>(6,215)</b>	<b>7,791</b>

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**Notes to and Forming Part of the Financial Statements**  
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**NOTE 34 EVENTS OCCURRING AFTER BALANCE DATE**

There were no events occurring after the balance date, which would affect the financial statements at 31 December 2017.

**NOTE 35 THIRD PARTY MONIES**

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

	<b>Consolidated</b>		<b>CIT</b>	
	<b>2017 \$'000</b>	<b>2016 \$'000</b>	<b>2017 \$'000</b>	<b>2016 \$'000</b>
<b>Balance at the Beginning of the Reporting Period</b>	<b>64</b>	<b>55</b>	<b>64</b>	<b>55</b>
Receipts for Overseas Student Health Cover	478	295	478	295
Payments for Overseas Student Health Cover	(494)	(286)	(494)	(286)
<b>Balance at the End of the Reporting Period</b>	<b>48</b>	<b>64</b>	<b>48</b>	<b>64</b>
<b>Total Third Party Monies</b>	<b>48</b>	<b>64</b>	<b>48</b>	<b>64</b>

Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 36 RELATED PARTY DISCLOSURE

A related party is a person that controls or has significant influence over the reporting entity, or is a member of the Key Management Personnel (KMP) of the reporting entity or its parent entity, and includes their close family members and entities in which the KMP and/or their close family members individually or jointly have controlling interests.

KMP are those persons having authority and responsibility for planning, directing and controlling the activities of CIT, directly or indirectly.

KMP of CIT are the CIT Board Members and the Chief Executive of CIT.

The Head of Service and the ACT Executive comprising the Cabinet Ministers are KMP of the ACT Government and therefore related parties of CIT.

There were no related party transactions undertaken directly with CIT by Cabinet Ministers, including the Portfolio Minister, or by the Head of Service during the year ended 31 December 2017.

This note does not include typical citizen transactions between the KMP and CIT that occur on terms and conditions no different to those applying to the general public.

#### (A) CONTROLLING ENTITY

CIT is an ACT Government controlled entity.

#### (B) KEY MANAGEMENT PERSONNEL

##### B.1 Compensation of Key Management Personnel

Compensation by the CIT to KMP employed by CIT is set out below.

	2017 \$'000
Short-term employee benefits	356
Post employment benefits	29
Board member fees	101
<b>Total Compensation by CIT to KMP</b>	<b>486</b>

##### B.2 Transactions with Key Management Personnel

There were no transactions with KMP that were material to the financial statements of CIT.

##### B.3 Transactions with parties related to Key Management Personnel

There were no transactions with parties related to KMP, including transactions with KMP's close family members or other related entities that were material to the financial statements of CIT.

#### (C) TRANSACTIONS WITH OTHER ACT GOVERNMENT CONTROLLED ENTITIES

All transactions with ACT Government controlled entities are disclosed in the relevant notes to the financial statements.

#### (D) TRANSACTIONS WITHIN THE CONSOLIDATED GROUP

During the year CIT reported \$4,015,000 of expenses (\$3,013,000 in 2016) payable to CIT Solutions Pty Ltd, mainly for a management fee for the recruitment of international students.

CIT earned \$979,000 of revenue (\$1,008,000 in 2016) payable from CIT Solutions Pty Ltd, largely comprising of payments for the lease of CIT's facilities and administrative services.

CIT Solutions Pty Ltd did not pay a cash transfer to CIT in 2017 (\$1,000,000 was paid in 2016).

All transactions between CIT and CIT Solutions have been disclosed at arm's length value and normal trading terms and conditions are applied.

Canberra Institute of Technology

## Notes to and Forming Part of the Financial Statements

For the Year Ended 31 December 2017

### NOTE 37 BUDGETARY REPORTING

The following are brief explanations of major line item variances between budget estimates and actual outcomes. Variances are considered to be major variances if **both** of the following criteria are met:

- (a) The line item is a significant line item: the line item actual amount accounts for more than 10% of the relevant associated category (Income, Expenses and Equity totals) or sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- (b) The variances (original budget to actual) are greater than plus (+) or minus (-) 10% of the budget for the financial statement line item.

Operating Statement Line Items	Actual 2017 \$'000	Original Budget <sup>1</sup> 2017 \$'000	Variance \$'000	Variance %	Variance Explanation
Increase in Asset Revaluation Surplus	20,238	–	20,238	100%	The increase in fair value of Land and Buildings after valuation undertaken by independent valuers was not budgeted for.

Balance Sheet Line Items	Actual 2017 \$'000	Original Budget <sup>1</sup> 2017 \$'000	Variance \$'000	Variance %	Variance Explanation
Receivables	4,230	2,900	1,330	46%	Higher than budgeted due to accrued revenue for User Choice Australian Apprenticeship funds and student fees receivable due to higher enrolments.
Other Assets	3,345	1,900	1,445	76%	Higher than budget due to the prepayment of Overseas Student Management Fees to CIT Solutions Pty Ltd for semester one 2018.
Property, Plant and Equipment	198,842	178,636	20,206	11%	Higher than budgeted due to the increase in fair value of Land and Buildings after valuation undertaken by independent valuers.
Payables	3,541	2,061	1,480	72%	Higher than budgeted due to unanticipated accrued expenses (primarily for utility and capital works expenses) and accounts payable for Goods and Service Procurement charges and transfers between CIT and CIT Solutions Pty Ltd.

Canberra Institute of Technology  
**Notes to and Forming Part of the Financial Statements**  
For the Year Ended 31 December 2017

**NOTE 37 BUDGETARY REPORTING – CONTINUED**

Balance Sheet Line Items	Actual 2017 \$'000	Original Budget <sup>1</sup> 2017 \$'000	Variance \$'000	Variance %	Variance Explanation
Employee Benefits – Non-Current	870	1,061	(191)	(18%)	Lower than budget due to higher than expected payments of benefits to departing staff.
Other Non-Current Liabilities	452	–	452	100%	Higher than budget due to interest free borrowings received from the ACT Government for the Carbon Neutral Project.
Asset Revaluation Surplus	93,475	73,237	20,238	28%	Above budget due to the increase in fair value of Land and Buildings after a valuation undertaken by independent valuers.

Cash Flow Statement Line Items	Actual 2017 \$'000	Original Budget <sup>1</sup> 2017 \$'000	Variance \$'000	Variance %	Variance Explanation
Payments for Property, Plant and Equipment	2,594	4,580	(1,986)	(43%)	Below budget due to the delay in the decision to relocate the music and media departments to CIT Reid which deferred expenditure into 2018 and fewer than anticipated asset purchases than in 2016.
Capital Injections	3,426	4,580	(1,154)	(25%)	Below budget due to the delay in the decision to relocate the music and media departments to CIT Reid which deferred expenditure into 2018.

<sup>1</sup> Original Budget refers to the amounts presented to the Legislative Assembly in the original budgeted financial statements in respect of the reporting period (Australian Capital Territory Budget 2017-18).

Explanations for variations from budget for Controlled Recurrent Payments and Capital Injection are provided in the Statement of Appropriation.



Canberra Institute of Technology

## Appendix A – Basis of Preparation of the Financial Statements Forms Part of Note 2 of the Financial Statements

For the Year Ended 31 December 2017

### APPENDIX A BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

#### LEGISLATIVE REQUIREMENT

The *Financial Management Act 1996* (FMA) requires the preparation of annual financial statements for ACT Government Agencies.

The FMA and the *Financial Management Guidelines* issued under the FMA, requires CIT's financial statements to include:

- i. an Operating Statement for the year;
- ii. a Balance Sheet for 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. an Operating Statement for each class of output for the year;
- vii. significant accounting policies adopted for the year; and
- viii. such other statements as are necessary to fairly reflect the financial operations of the Canberra Institute of Technology during the year and its financial position at the end of the year.

These general-purpose financial statements have been prepared to comply with Australian Accounting Standards as required by the FMA. The financial statements have been prepared in accordance with:

- i. Australian Accounting Standards; and
- ii. ACT Accounting and Disclosure Policies.

#### ACCRUAL ACCOUNTING

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 such as those included in property, plant and equipment and financial instruments which were valued at fair value in accordance with the revaluation policies applicable to CIT during the reporting period.

#### CURRENCY

These financial statements are presented in Australian dollars, which is CIT's functional currency.

#### INDIVIDUAL REPORTING ENTITY

CIT is an individual reporting entity.

#### PRINCIPLES OF CONSOLIDATION

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

## Appendix A – Basis of Preparation of the Financial Statements Forms Part of Note 2 of the Financial Statements

For the Year Ended 31 December 2017

### APPENDIX A BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS – CONTINUED

#### REPORTING PERIOD

These financial statements state the financial performance, changes in equity and cash flows of CIT for the year ended 31 December 2017 together with the financial position of CIT as at 31 December 2017.

#### COMPARATIVE FIGURES

##### *Budget Figures*

To facilitate a comparison with the Budget Papers, as required by the FMA, budget information for 2017 has been presented in the financial statements. Budget numbers in the financial statements are the original budget numbers that appear in the Budget Statements.

##### *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.

##### *Rounding*

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

#### GOING CONCERN

As at 31 December 2017, CIT's current assets are insufficient to meet its 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 Framework, which requires excess cash balances to be held centrally rather than within individual agency bank accounts.

The 2017 financial statements have been prepared on a going concern basis as CIT has been funded in 2017-18 Budget and Budget Papers include forward estimates for CIT.

Canberra Institute of Technology

## **Appendix B – Significant Accounting Policies**

### **Forms Part of Note 2 of the Financial Statements**

For the Year Ended 31 December 2017

## **APPENDIX B SIGNIFICANT ACCOUNTING POLICIES**

### **SIGNIFICANT ACCOUNTING POLICIES – INCOME**

Where significant accounting policies and other explanatory information is applicable it is provided in this Appendix. Additional information is not provided for all notes in the financial statements.

#### **REVENUE RECOGNITION**

Revenue is recognised at the fair value of the consideration received or receivable in the Operating Statement.

#### **NOTE 4 – CONTROLLED RECURRENT PAYMENTS**

Controlled Recurrent Payments are recognised as revenues when CIT gains control over the funding. Control over appropriated funds is obtained upon the receipt of cash.

Effective from 1 July 2016 the term appropriation for the provision of outputs (or Government Payment for Outputs) was replaced with the term Controlled Recurrent Payments.

#### **NOTE 5 – USER CHARGES**

##### **User charges**

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 contract or agreement.

##### **Sale of Goods**

Revenue from the sale of goods is recognised as revenue when the significant risks and rewards of ownership of the goods is transferred to the buyer, CIT 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.

#### **NOTE 6 – GOVERNMENT GRANTS**

Revenue is recognised when CIT controls the revenue.

Canberra Institute of Technology

## Appendix B – Significant Accounting Policies

### Forms Part of Note 2 of the Financial Statements

For the Year Ended 31 December 2017

#### **SIGNIFICANT ACCOUNTING POLICIES – INCOME – CONTINUED**

##### **NOTE 7 – INTEREST**

Interest revenue is recognised using the effective interest rate.

##### **NOTE 8 – 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 CIT free of charge.

Resources provided free of charge are recorded at their fair value in the expense line items to which they relate.

During the year, CIT 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 \$451,411 in 2017 (2016 \$443,429) for its use of CIT's accommodation and utilities; and
- (ii) The Canberra City Band was provided with a benefit of rent to the value of \$67,752 in 2017 (2016 \$66,554).

##### **NOTE 9 – OTHER REVENUE**

###### **Revenue Received in Advance**

Revenue received in advance is recognised as a liability if there is a present obligation to return the funds received, otherwise all are recorded as revenue.

#### **SIGNIFICANT ACCOUNTING POLICIES – EXPENSES**

##### **NOTE 11 – EMPLOYEE EXPENSES**

Employee benefits include:

- short-term employee benefits such as wages and salaries, annual leave loading, annual leave, superannuation and applicable on cost if expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related services;
- other long-term benefits such as long service leave and annual leave; and
- termination benefits.

On-costs include annual leave, long service leave, superannuation and other costs that are incurred when employees take annual and long service leave.

(See Appendix B – Note 27 – Employee Benefits for accrued wages and salaries, and annual and long service leave).

Canberra Institute of Technology

## **Appendix B – Significant Accounting Policies**

### **Forms Part of Note 2 of the Financial Statements**

For the Year Ended 31 December 2017

#### **SIGNIFICANT ACCOUNTING POLICIES – EXPENSES – CONTINUED**

##### **NOTE 12 – SUPERANNUATION EXPENSES**

CIT receives funding for superannuation payments as part of its Controlled Recurrent Payments. CIT makes fortnightly payments to the Territory Banking Account to extinguish its superannuation liability for employees who are members of the Commonwealth Superannuation Scheme (CSS) and the Public Sector Superannuation Scheme (PSS). This payment does not include the CSS and PSS productivity component which is paid directly to the Commonwealth Superannuation Corporation (CSC) by CIT. 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 LIABILITY RECOGNITION**

The superannuation liability for the Territory's relevant share of the employer financial portion of entitlements of all employees participating in the CSS and PSS schemes who become Territory employees with effect on or after 1 July 1989 is recognised at a total Territory level in the Chief Minister, Treasury and Economic Development Directorate's Superannuation Provision Account.

The ACT Government reimburses the CSC annually for the Territory's share of the employer superannuation benefits paid to entitled Territory employees who are, or were members of the CSS and PSS. These reimbursement payments are made from the Superannuation Provision Account.

##### **NOTE 13 – SUPPLIES AND SERVICES**

###### **Insurance**

CIT insures its major risks through the ACT Insurance Authority. The excess payable, under this arrangement, varies depending on each class of insurance held.

###### **Repairs and Maintenance**

CIT undertakes major cyclical maintenance on its assets. Where the maintenance leads to an upgrade of the asset, and increases the service potential of the existing asset, the cost is capitalised. Maintenance expenses which do not increase the service potential of the asset are expensed.

###### **Operating Leases**

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

Canberra Institute of Technology

## Appendix B – Significant Accounting Policies

### Forms Part of Note 2 of the Financial Statements

For the Year Ended 31 December 2017

#### SIGNIFICANT ACCOUNTING POLICIES – EXPENSES – CONTINUED

##### NOTE 14 – DEPRECIATION AND AMORTISATION

Land has an unlimited useful life and is therefore not depreciated.

Heritage assets are not depreciated.

Depreciation or amortisation for non-current assets is determined as follows:

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

The aggregate amount of depreciation allocated for each class of asset during the reporting period is disclosed in **Note 14 – Depreciation and Amortisation**.

##### NOTE 16 – WAIVERS, IMPAIRMENT LOSSES AND WRITE-OFFS

###### WAIVERS

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

###### IMPAIRMENT OF ASSETS

###### Impairment Losses and Write-Offs - Receivables

Refer **Note 19 – Receivables - Impairment Loss Receivables** for CIT's allowance for impairment of receivables.

Canberra Institute of Technology

## **Appendix B – Significant Accounting Policies**

### **Forms Part of Note 2 of the Financial Statements**

For the Year Ended 31 December 2017

#### **SIGNIFICANT ACCOUNTING POLICIES – ASSETS**

##### **ASSETS – CURRENT AND NON-CURRENT**

Assets 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.

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

##### **NOTE 18 – CASH AND CASH EQUIVALENTS**

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 term deposits with less than 120 days to maturity.

##### **NOTE 19 – RECEIVABLES**

###### **Accounts 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 (see **Appendix B – Note 16 – Waivers, Impairment Losses and Write-Offs**).

###### **Impairment Losses – Receivables**

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

- a. becoming aware of financial difficulties of debtors;
- b. default payments; or
- c. debts more than 90 days overdue

The amount of the allowance is recognised in the Operating Statement. The allowance for impairment losses is written off against the allowance account when CIT ceases action to collect the debt when the cost to recover the debt is more than the debt is worth.

##### **NOTE 21 – INVESTMENTS**

CIT 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**.



Canberra Institute of Technology

## **Appendix B – Significant Accounting Policies**

### **Forms Part of Note 2 of the Financial Statements**

For the Year Ended 31 December 2017

#### **SIGNIFICANT ACCOUNTING POLICIES – ASSETS – CONTINUED**

##### **NOTE 22 – ASSETS HELD FOR DISTRIBUTION TO OWNERS**

Assets Held for Distribution to Owners are assets that are available for immediate sale in their present condition, and their sale is highly probable. Assets Held for Distribution to Owners are measured at the lower of the carrying amount and fair value less costs to sell. An impairment loss is recognised for any initial or subsequent write down of the asset to fair value less cost to sell (see **Appendix B – Note 16–Waivers, Impairment Losses and Write-offs**). Assets Held for Distribution to Owners are not depreciated.

##### **NOTE 23 – PROPERTY, PLANT AND EQUIPMENT**

###### **Acquisition and Recognition of Property, Plant and Equipment**

All property, plant and equipment is initially recorded at cost.

Where property, plant and equipment are 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.

Where payment for property, plant and equipment is deferred beyond normal credit terms, the difference between its cash price equivalent and the total payment is measured as interest over the period of credit. The discount rate used to calculate the cash price equivalent is an asset specific rate.

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

###### **Measurement of Property, Plant and Equipment after Initial Recognition**

Property, plant and equipment is valued using the cost or revaluation model of valuation. Land, buildings, and heritage assets are measured at fair value. Leasehold improvements and plant and equipment are measured at cost.

Fair value for land and non-specialised buildings is measured using the market approach valuation technique. This approach uses prices and other relevant information generated by market transactions involving identical or similar assets.

Fair value for specialised buildings, and some heritage assets is measured by reference to the cost of replacing the remaining future economic benefits embodied in the asset i.e. depreciated replacement cost. This is the cost approach valuation technique. For other heritage assets, the fair value is measured using the market approach valuation technique. This approach uses sales prices and other relevant information generated by market transactions involving similar assets or works by artists with similar standing/style.

Heritage assets 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. Where there is no active market (produced by non-recognised artists) heritage assets are valued using unobservable inputs such as, aesthetic quality, medium and the knowledge and experience of the valuers.

Land, buildings, and heritage assets are revalued every three years. As these assets were revalued at 31 December 2017, the next asset revaluation is scheduled for at 31 December 2020. 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

## Appendix B – Significant Accounting Policies

### Forms Part of Note 2 of the Financial Statements

For the Year Ended 31 December 2017

#### **SIGNIFICANT ACCOUNTING POLICIES – ASSETS – CONTINUED**

##### **Significant Accounting Judgements and Estimates – Fair Value of Assets**

CIT has made a significant estimate regarding the fair value of its assets. Land has been recorded at the market value of similar properties as determined by an independent valuer. Buildings have been recorded at fair value using depreciated replacement cost for buildings considered specialised and for non-specialised buildings current prices in a market for similar properties in a similar location and condition as determined by an independent valuer. Heritage assets have been recorded at fair value based on market value as determined by CIT. The valuation uses significant judgements and estimates to determine fair value, including the appropriate indexation figure and quantum of assets held. The fair value of assets is subject to management assessment between formal valuations.

##### **Significant Accounting Judgements and Estimates – Useful lives of Property Plant and Equipment**

CIT has made a significant estimate in determining the useful lives of its property, plant and equipment. The estimation of useful lives of property, plant and equipment is based on the historical experience of similar assets and in some cases has been based on valuations provided by Knight Frank Valuations Canberra as at 31 December 2017. The useful lives are assessed on an annual basis and adjustments are made when necessary.

Refer **Appendix B – Note 14 – Depreciation and Amortisation** for disclosures concerning assets useful life assets.

##### **Impairment of Assets**

CIT 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.

Any resulting impairment losses for land, buildings and heritage assets are recognised against the relevant class of asset in the Asset Revaluation Surplus with a corresponding reduction to the carrying amount in the Balance Sheet. Where the impairment loss is greater than the balance in the Asset Revaluation Surplus, the difference is expensed in the Operating Statement.

#### **NOTE 24 – INTANGIBLE ASSETS**

CIT's intangible assets comprise externally acquired software.

Externally acquired software is recognised and capitalised when:

- a. it is probable that the expected future economic benefits attributable to the software will flow to CIT;
- b. the cost of the software can be measured reliably; and
- d. 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. Intangible assets are measured at cost.

#### **SIGNIFICANT ACCOUNTING POLICIES – LIABILITIES**

##### **LIABILITIES – CURRENT AND NON-CURRENT**

Liabilities are classified as current when they are due to be settled within 12 months after the reporting date or CIT does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Liabilities which do not fall within the current classification are classified as non-current.

#### **NOTE 26 – PAYABLES**

Payables are initially recognised at fair value based on the transaction cost and subsequent to initial recognition at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement. All amounts are normally settled within 30 days after the invoice date.

Payables include Accounts Payables, Accrued Expenses and Other Payables.

Canberra Institute of Technology

## Appendix B – Significant Accounting Policies

### Forms Part of Note 2 of the Financial Statements

For the Year Ended 31 December 2017

#### **SIGNIFICANT ACCOUNTING POLICIES – LIABILITIES – CONTINUED**

##### **NOTE 27 – EMPLOYEE BENEFITS**

###### **Wages and Salaries**

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

###### **Annual and Long Service Leave**

Annual and long service leave including applicable on-costs that are not expected to be wholly settled within twelve 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 the end of each reporting period, the present value of annual leave and long service leave payments is estimated using market yields on Commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows.

Annual leave liabilities have been estimated on the assumption that they will be wholly settled within three years. In 2017 the rate used to estimate the present value of future annual leave payments is 101.0% (100.0% in 2016).

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 of 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. In 2017, the rate used to estimate the present value of future payments for long service leave is 103.1% (106.5% in 2016).

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 are no unconditional rights to defer the settlement of the liability for at least 12 months. Conditional long service leave liabilities are classified as non-current because CIT has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

###### **Significant Accounting Judgements and Estimates – Employee Benefits**

Significant judgements have been applied in estimating the liability for employee benefits. The estimated liability for annual and long service leave requires a consideration of the future wage and salary levels, experience of employee departures, probability that leave will be taken in service 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.

The significant judgements and assumptions included in the estimation of annual and long service leave liabilities include an assessment by an actuary. The Australian Government Actuary performed this assessment in May 2014. The assessment by an actuary is performed every 5 years. However, it may be performed more frequently if there is a significant contextual change in the parameters underlying the 2014 report. The next actuarial review is expected to be undertaken by May 2019.

##### **NOTE 28 – OTHER LIABILITIES**

###### **Revenue Received in Advance**

Revenue received in advance is recognised as a liability if there is a present obligation to return the funds received, otherwise all are recorded as revenue.

Canberra Institute of Technology

## **Appendix B – Significant Accounting Policies**

### **Forms Part of Note 2 of the Financial Statements**

For the Year Ended 31 December 2017

#### **SIGNIFICANT ACCOUNTING POLICIES – EQUITY**

##### **NOTE 29 – EQUITY**

Contributions made by the ACT Government, through its role as owner of CIT, are treated as contributions of equity.

Increases or decreases in net assets as a result of Administrative Restructures are also recognised in equity.

#### **SIGNIFICANT ACCOUNTING POLICIES – BUDGETARY REPORTING**

##### **NOTE 37 – BUDGETARY REPORTING**

Significant judgements have been applied in determining what variances are considered ‘major variances’. Variances are considered major if both of the following criteria are met:

- The line item is a significant line item: where either the line item actual amount accounts for more than 10% of the relevant associated category (Income, Expenses and Equity totals) or more than 10% of the sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- The variances (original budget to actual) are greater than plus (+) or minus (-) 10% of the budget for the financial statement line item.

## Appendix C – Impact of Accounting Standards Issued But Yet to be Applied Forms Part of Note 2 of the Financial Statements

For the Year Ended 31 December 2017

### APPENDIX C IMPACT OF ACCOUNTING STANDARDS ISSUED BUT YET TO BE APPLIED

#### ACCOUNTING STANDARDS ISSUED BUT YET TO BE APPLIED

##### *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. CIT does not intend to adopt these standards and interpretations early. Where applicable, these Australian Accounting Standards will be adopted from their application date.

- (i) AASB 9 Financial Instruments (December 2014) (application date 1 January 2018). This standard supersedes AASB 139 Financial Instruments: Recognition and Measurement. The main impact of AASB 9 is that it will change the classification, measurement and disclosures of CIT's financial assets. No material financial impact on CIT is expected.
- (ii) AASB 15 Revenue from Contracts with Customers (application date 1 January 2019 for not-for-profit agencies). AASB 15 is the new standard for revenue recognition. It establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaces AASB 111 Construction Contracts and AASB 118 Revenue. CIT is currently assessing the impact of this standard and has identified there could be a potential impact on the timing of the recognition of revenue for user charges and grant revenue. At this stage CIT is not able to estimate the impact of this new standard on its financial statements. CIT will make a more detailed assessment of the impact over the next 12 months.
- (iii) AASB 2016-7 Amendments to Australian Accounting Standards – Deferral of AASB for Not-for-Profit Entities defers the effective date of AASB 15 for not-for-profit entities to 1 January 2019.
- (iv) AASB 16 Leases (application date 1 January 2019).  
  
AASB 16 is the new standard for leases. It introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset value is low. At this stage CIT is not able to estimate the impact of this new standard on its financial statements. CIT will make a more detailed assessment of the impact over the next 12 months.
- (v) AASB 1058 Income of Not- for- Profit Entities (application date 1 January 2019)  
  
This standard clarifies and simplifies the income recognition requirements that apply to not-for-profit entities in conjunction with AASB 15 Revenue from Contracts with Customers. These standards supersede all the income recognition requirements relating to private sector not-for-profit entities, and the majority of income recognition requirements relating to public sector not-for-profit entities, previously in AASB 1004 Contributions. At this stage CIT is not able to estimate the impact of this new standard on its financial statements. CIT will make a more detailed assessment of the impact over the next 12 months.
- (vi) AASB 2015-8 Amendments to Australian Accounting Standards – Effective date of AASB 15 (application date 1 January 2017).  
  
This standard deferred the application date of AASB 15 Revenue from Contracts with Customers to 1 January 2018. AASB 2016-7 Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for Profit Entities further defers the application date of AASB 15 for not-for-profit entities until 1 January 2019. At this stage CIT is not able to estimate the impact of AASB 15 on its financial statements. CIT will make a more detailed assessment of the impact over the next 12 months.

Canberra Institute of Technology

## **Appendix D – Accounting Estimates**

### **Forms Part of Note 2 of the Financial Statements**

For the Year Ended 31 December 2017

#### **APPENDIX D CHANGE IN ACCOUNTING ESTIMATES**

In Appendix D the change in accounting estimates applies to the Controlled financial statements.

#### **CHANGE IN ACCOUNTING POLICY**

Until 2016, CIT measured plant and equipment assets at fair value. In 2017, CIT changed its accounting policy to record plant and equipment at cost. CIT has assessed that the asset class is not material to the financial statements and management does not use the asset class to make decisions about financial performance. No adjustments have been made to the carrying amount of these assets as a result of this change in accounting policy as the effect is not material.

#### **CHANGE IN ACCOUNTING ESTIMATES**

As disclosed in **Note 27 – Employee Benefits**, annual leave 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 payments to be made in respect of services provided by employees up to the reporting date. The present value of future payments is estimated from an assessment made by the Australian Government Actuary.

Last financial year the rate used to estimate the present value of future long service leave and annual leave payments was 106.5% for long service leave and 100.3% for annual leave. The rate for 2017 is 103.1% for long service leave and 101.0% for annual leave. As such the estimate of the long service leave and annual leave liabilities has changed. This change has resulted in a decrease in the estimate of the long service leave liability and expense in the current reporting period of approximately \$419,300 and an increase to the estimate of the annual leave liability and expense in the current reporting period of approximately \$41,382.

#### **REVALUATION OF ASSETS**

As disclosed in **Note 23 – Property, Plant and Equipment**, CIT revalued its land, buildings and improvements to land in 2017. This resulted in an adjustment to the useful lives and residual value of the assets.





## C.3 CAPITAL WORKS

In 2017, CIT's capital works program consisted of campus modernisation projects and minor capital upgrades to enhance education delivery, equipment replacement and software upgrades.

### COMPLETED PROJECTS

The following projects were completed:

- > replacement of Chiller G building – CIT Reid
- > refurbishment of ground floor building A – CIT Bruce
- > refurbishment of H building – CIT Bruce
- > refurbishment of lower ground floor G building – CIT Bruce
- > fitness running track at CIT Bruce
- > refurbishment of classrooms building C – CIT Bruce.
- > refurbishment of building E classrooms – CIT Bruce.
- > upgrade security system – CIT Reid and CIT Bruce
- > upgrade fire detection and suppression system – CIT Bruce and Fyshwick
- > refurbishment of forensic crime scene facility at CIT Bruce
- > upgrade sawdust extraction system G block – CIT Bruce
- > internal signage – CIT Bruce and Reid

### WORKS STILL IN PROGRESS

- > upgrade heating and ventilation building A – CIT Bruce
- > upgrade of lift G block – CIT Bruce
- > upgrade of building management system – CIT Bruce
- > landscaping – CIT Bruce
- > upgrade lighting – CIT Fyshwick Campus
- > upgrade of electrical switchboards building C - CIT Fyshwick
- > evaporative cooling for C21 – CIT Fyshwick
- > disabled access ramp to S block – CIT Bruce

## Statement of Capital Works Income and Expenditure

			Prior Years	
Project	Original Project Value \$'000	Revised Project Value \$'000	Prior Year's Expenditure \$'000	Prior Year's Financing \$'000
NEW WORKS and WORKS IN PROGRESS				
ACT Capital Upgrades 2017-18	2,642	3,535	0	0
Total New Works	2,642	3,535	0	0
COMPLETED PROJECTS				
ACT Capital Upgrades 2016-17	2,578	2,578	970	1,863
CIT Modernisation	7,425	7,425	7,399	7,399
Total Completed Projects	10,003	10,003	8,369	9,262
GRAND TOTAL				
	12,645	13,538	8,369	9,262

Current Year						Completion Date	
Budgeted Financing \$'000	Revised Financing \$'000	Budgeted Expenditure \$'000	Actual Expenditure \$'000	Total Financing to date \$'000	Total Expenditure to Date \$'000	Original	Revised
1,749	1,366	1,749	1,749	1,366	1,749	Jun-18	Jun-18
<b>1,749</b>	<b>1,366</b>	<b>1,749</b>	<b>1,749</b>	<b>1,366</b>	<b>1,749</b>		
625	715	625	715	2,578	1,685	Jun-17	Jun-17
26	26	26	26	7,425	7,425	Jun-17	Jun-17
<b>651</b>	<b>741</b>	<b>651</b>	<b>741</b>	<b>10,003</b>	<b>9,110</b>		
<b>2,400</b>	<b>2,107</b>	<b>2,400</b>	<b>2,490</b>	<b>11,369</b>	<b>10,859</b>		

### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## C.4 ASSET MANAGEMENT

CIT manages land and building assets with a land area of 47.25ha, a total floor area of 139,535m<sup>2</sup> and a total value of \$665,750 million.

CIT's infrastructure assets are located on four operational campuses:

- > Reid;
- > Bruce;
- > Woden; and
- > Fyshwick Trade Skills Centre.

Additional assets include:

- > Gungahlin Learning Centre;
- > Tuggeranong Learning Centre (leased asset);
- > Watson campus, sub-leased to Academy of Interactive Entertainment;
- > Monterey Student Residences; and
- > Woden Childcare Centre

Asset held for sale:

- > Sutton Road Training Facility.

The infrastructure assets comprised a diverse range of buildings, grounds and building services of varying age and condition ranging from CIT Reid's first building 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 35 years.

No new buildings were added to the asset register during 2017. As at 31 December 2017, CIT had only its Sutton Road Training Facility and Watson campus nominated as surplus property.

The CIT vehicle fleet consisted of 27 passenger vehicles.

### ASSET MAINTENANCE AND UPGRADE

Results of regular asset condition audits are incorporated in CIT's Capital Upgrades and Minor New Works programs.

Minor works outside the capital works program totalled \$247,826,000 in 2017. Expenditure on repairs and maintenance including grounds maintenance and cleaning was \$ 4.5 million.

No audits were carried out on CIT properties during 2017.

### ASSET UTILISATION

Because of the diverse nature of operations throughout CIT, most buildings have multiple uses including as classrooms, specialist teaching rooms (workshops, laboratories etc), support areas (stores and preparation rooms) and offices.

CIT compares utilisation rates with similar state and territory educational institutions annually. 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 was close to 100% as office space was created or removed subject to demand.

CIT's space allocation rate for office accommodation was estimated to be about 13m<sup>2</sup> of floor space per office employee, more efficient than the ACT Government's target rate of 15m<sup>2</sup> per employee.

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#### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## C.5 GOVERNMENT CONTRACTING

Procurement processes within CIT comply with the ACT procurement legislative framework including the *Government Procurement Act 2001*, Government Procurement Regulation 2007 and subordinate guidelines and circulars.

Under whole-of-government procurement arrangements, in 2017, ACT Government Goods and Services Procurement continued to provide advice and support on procurement and contract management issues and manage higher-value procurement activities on CIT's behalf.

CIT engaged external organisations and individuals to provide a range of services during 2017. External parties were contracted due to: CIT's need for specialist skills and services; a lack of suitable in-house resources; and need for independent review or facilitation. Details of individual contracts with expenditure of greater than \$25,000 during 2017 are listed below.

Expenditure over \$25,000 for external sources of labour and services was incurred in 46 contracts, totalling \$6,691,191.31.

The largest expenditure item was building maintenance and repairs (\$678,388.27) with other large expenditures including electrical maintenance and repairs (\$548,083.89), and plumbing maintenance and repairs across all sites (\$546,690.06).

CIT continued to be responsible for the management of contracts, ensured its procurement obligations were met and that incidents of non-compliance by contractors were followed up by the nominated agency officer.

### External Sources of Labour and Services

No	Contractor	Description of Services	Amount	Date
1	A C & R Company Group	Supply of FrimaVario Multificiency Cooker and Accessories	\$34,818.18	1/1/17
2	Abavus Limited (UK)	Consultancy	\$200,000.00	14/8/17
3	Abavus Limited (UK)	Customer Relationship Management	\$94,874.00	14/8/17
4	Abavus Limited (UK)	Student Portal	\$60,901.00	15/8/17
5	Abavus Limited (UK)	Consultancy – Asset Management System	\$55,800.00	31/8/17
6	Adrian Dalmaso Plumbing	Plumbing Maintenance Services	\$106,309.78	7/7/14
7	Air Plant Sales	Building Maintenance and Repair Services	\$678,388.27	1/1/17
8	A-Line Electrical Solutions Pty Ltd	Building Maintenance and Repair Services	\$119,445.38	1/1/17
9	CIT Student Association	Cleaning Services CIT Tuggeranong	\$33,557.52	1/7/16
10	CIT Student Association	Cleaning Services E and J Block CIT Woden	\$34,666.92	1/7/16
11	CIT Student Association	Cleaning Services K Block CIT Reid	\$102,661.69	1/1/17
12	Car-O-Liner Australia Pty Ltd	Equipment Supply for the Repair and Alignment of Vehicle Bodies	\$81,234.00	11/1/17
13	Carpet One Canberra	Building Maintenance and Repair Services to CIT	\$127,555.46	1/1/17
14	Carrier Australia Pty Ltd	Monthly Maintenance to CIT Reid	\$35,243.78	1/1/17
15	Complete Control Pty Ltd	Building Maintenance and Repair Services	\$172,910.00	1/1/17
16	Copyright Agency Ltd	Copyright Statutory Licence Fees	\$84,186.60	1/1/14

## External Sources of Labour and Services

No	Contractor	Description of Services	Amount	Date
17	Custom Service Leasing	Vehicle Hire, Fuel and Miscellaneous Expenses	\$297,415.20	1/1/17
18	D2L Australia Pty Ltd	Creative Services	\$60,000.00	1/1/17
19	DL Earthworks & Plumbing	Plumbing Maintenance Services to CIT	\$546,690.06	7/7/14
20	Elsevier	CIT Digitalisation Strategy Project	\$84,186.60	30/1/17
21	EVE Consultancy	Consultancy	\$115,830.00	12/7/17
22	Fuji Xerox Australia Pty Ltd	Manage CIT Print Room Services	\$531,899.13	16/1/17
23	Fujitsu Australia	Vmware ELA Licence	\$126,845.40	1/3/15
24	Gridline Constructions ACT	Building Maintenance to CIT	\$168,943.37	11/1/17
25	Henkel Australia Pty Ltd	Hairdressing Professional Products	\$26,513.23	6/1/17
26	Hiretec	Fire Protection Equipment Services to CIT	\$240,909.80	10/1/13
27	KIKI Consulting	Business Analyst	\$122,850.00	9/1/17
28	Knight Frank Valuations Canberra	Valuation Services	\$46,500.00	28/6/17
29	KPMG	Professional Services	\$292,786.72	1/1/17
30	Kryolan Australia Pty Ltd	Make-Up Kits	\$56,169.09	6/6/17
31	National Cleaning Services Australia	Cleaning Services to CIT Fyshwick	\$197,081.04	14/1/13
32	National Cleaning Services Australia	Cleaning Services to CIT Reid (Excluding M and K Blocks)	\$404,430.45	17/10/14
33	One Stop Supply Shop	Cleaning Supplies to CIT	\$58,847.47	6/7/16
34	Schindler Lifts Australia	Lift Maintenance Services	\$76,243.88	13/10/17
35	Security 1 Manpower	Alarm Response, Safe Guard and Patrol to CIT	\$67,978.16	1/1/17
36	Simeco Electrical Contractors	Electrical Maintenance and Repairs to CIT	\$548,083.89	1/1/17
37	Sirsidynix Pty Ltd	Licence and Support of HORIZON Library System	\$26,164.55	8/2/16
38	Sydney Training and Employment Ltd	Funding for Department Apprentice	\$41,573.32	6/1/17
39	Tailored HR Solutions	Consultancy	\$125,858.47	24/1/17
40	The Trustee for Deloitte Consulting Trust	Consultancy	\$177,727.27	1/1/17
41	Trustee for the Patrick Hollingworth Family Trust	Consultancy	\$86,280.58	26/7/17
42	Tyco Australia Group Pty Ltd	Fire Alarm Monitoring and Maintenance to CIT	\$66,392.29	1/1/17
43	Unicard Systems Pty Ltd	ID Card System (Using Mifare Card Technology)	\$61,245.50	5/10/15
44	Katmatpat Pty Ltd trading as VAST Security	Maintenance, Installation Services on Intruder Alarm Systems, CIT Access Card & CCTV Systems to CIT	\$62,472.25	25/9/14
45	VerveEd Pty Ltd	VerveEd Enterprise Teacher Training	\$45,000.00	11/12/17
46	VIXTRO Pty Ltd	Equipment and Software Licences for Grad Cert Cyber Security	\$42,705.55	21/7/17
47	Workshop Solutions Pty Ltd	Safe-T-Shop Ultimate Deluxe Long Track Test Lane	\$34,950.00	1/1/17

\*Additional information is available from the Government Contracts Register.

## For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## C.6 STATEMENT OF PERFORMANCE



AUDITOR-GENERAL AN OFFICER  
OF THE ACT LEGISLATIVE ASSEMBLY



### REPORT OF FACTUAL FINDINGS

#### CANBERRA INSTITUTE OF TECHNOLOGY

##### To the Members of the ACT Legislative Assembly

###### Review opinion

I am providing an **unqualified review opinion** on the statement of performance of the Canberra Institute of Technology for the year ended 31 December 2017.

During the review no matters were identified which indicate that the results of the accountability indicators reported in the statement of performance are not fairly presented in accordance with the *Financial Management Act 1996*.

###### Basis for the review opinion

The review was conducted in accordance with the Australian Auditing Standards. I have complied with the requirements of the Accounting Professional and Ethical Standards 110 *Code of Ethics for Professional Accountants*.

I believe that sufficient evidence was obtained during the review to provide a basis for the review opinion.

###### Responsibility for preparing and fairly presenting the statement of performance

The Governing Board of the Canberra Institute of Technology is responsible for:

- preparing and fairly presenting the statement of performance in accordance with the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2017*; and
- determining the internal controls necessary for the preparation and fair presentation of the statement of performance so that the results of accountability indicators and accompanying information are free from material misstatements, whether due to error or fraud.

###### Responsibility for the review of the statement of performance

Under the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2017*, the Auditor-General is responsible for issuing a report of factual findings on the statement of performance of the Canberra Institute of Technology.

As required by Australian Auditing Standards, the auditors:

- applied professional judgement and maintained scepticism;
- identified and assessed the risks of material misstatements due to error or fraud\* and implemented procedures to address these risks so that sufficient evidence was obtained to form a review opinion; and
- reported the scope and timing of the review and any significant deficiencies in reporting practices identified during the review to the Governing Board.



(\*The risk of not detecting material misstatements due to fraud is higher than the risk due to error, as fraud may involve collusion, forgery, intentional omissions or misrepresentations or the override of internal controls.)

**Limitations on the scope of the review**

The review was conducted in accordance with Australian Auditing Standards applicable to review engagements, to provide limited assurance that the results of the accountability indicators reported in the 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 Canberra Institute of Technology, 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.

This review does not provide assurance on the:

- relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets;
- accuracy of explanations provided for variations between actual and targeted performance due to the often subjective nature of such explanations;
- adequacy of controls implemented by the Canberra Institute of Technology; or
- integrity of reviewed statement of performance presented electronically or information hyperlinked to or from the statement of performance. Assurance can only be provided for the printed copy of the reviewed statement of performance.



Dr Maxine Cooper  
Auditor-General

21 March 2018

Canberra Institute of Technology  
**Statement of Performance**  
For the Year Ended 31 December 2017

**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 2017 and also fairly reflects the judgements exercised in preparing it.

A handwritten signature in black ink, appearing to read 'Craig Sloan', with a large, stylized loop at the end.

Craig Sloan  
Chair  
Canberra Institute of Technology Board  
20 March 2017

Canberra Institute of Technology  
**Statement of Performance**  
For the Year Ended 31 December 2017

**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 2017 and also fairly reflects the judgements exercised in preparing it.



Anita Hargreaves  
Executive Director, Corporate Services  
Canberra Institute of Technology  
19 March 2017

Canberra Institute of Technology  
**Statement of Performance**  
For the Year Ended 31 December 2017

<b>OUTPUT CLASS 1: CANBERRA INSTITUTE OF TECHNOLOGY</b>				
Output 1.1: Provision of Vocational Education and Training Services				
	Notes	31 December 2017 Target \$'000	31 December 2017 Actual Result \$'000	Variance %*
Total Cost	1	117,418	114,856	(2)
Controlled Recurrent Payments		70,023	70,023	0

	Notes	30 June 2017 Target \$'000	30 June 2017 Actual Result \$'000	Variance %*
Total Cost	1	111,338	112,428	1
Controlled Recurrent Payments		69,559	69,619	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.

Total Cost includes depreciation and amortisation in the target amount of \$8.792 million for June 2017 and \$8.186 million for December 2017.

Canberra Institute of Technology  
**Statement of Performance**  
For the Year Ended 31 December 2017

<b>OUTPUT CLASS 1: CANBERRA INSTITUTE OF TECHNOLOGY</b>				
Output 1.1: Provision of Vocational Education and Training Services				
Accountability Indicators included in CIT's 2016-17 Statement of Intent	Notes	31 December 2017 Target	31 December 2017 Actual Result	Variance %*
a) Nominal Hours	1	3,263,000	2,932,665	(10)
b) Achieve key output targets.				
i) Program Enrolments	1	13,400	10,723	(20)
ii) Module Pass Rates	2	75%	82%	9
iii) Program Completions	1	5,600	4,210	(25)
iv) Learner Satisfaction Rate	3	85%	91%	7
v) Employer Satisfaction Rate	3	80%	87%	9
c) Average Government Payment per Nominal Hour	1	\$21.46	\$23.88	(11)

Accountability Indicators included in the CIT's 2016-17 Budget	Notes	30 June 2017 Target	30 June 2017 Actual Result	Variance %*
a) Nominal Hours		3,301,000	2,818,675	(15)
b) Achieve key output targets.				
i) Program Enrolments	1	13,600	10,407	(23)
ii) Module Pass Rates	2	75%	82%	9
iii) Program Completions	2	5,600	5,449	(3)
iv) Learner Satisfaction Rate	3	85%	91%	7
v) Employer Satisfaction Rate	3	80%	87%	9
c) Average Government Payment per Nominal Hour	1	\$21.07	\$24.70	(17)

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.

The above Accountability Indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*. The Total Cost and Payment for Expenses on Behalf of the Territory measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2017*.

Canberra Institute of Technology  
**Statement of Performance**  
For the Year Ended 31 December 2017

## NOTES

- 1 Controlled Recurrent Payments (CRP) is revenue received from the ACT Government to fund the costs of delivering outputs. The ACT Government pays CRP appropriation to CIT on a fortnightly basis. The variance in the June 2017 Controlled Recurrent Payment is due to additional revenue from Commonwealth National Partnership Agreements.
- 2 Nominal Hours, Program Enrolments and Program Completions at 2017 were lower than target due to the carry-over effects of low enrolments in 2016. There was also intense competition for students from low-cost private providers taking advantage of the Australian Government's VET FEE HELP deferred payment program, combined with the introduction of the ACT Skilled Capital program attracting students who would normally enrol under the Profile scheme. CIT responded to this rapid change in external market conditions and the Nominal Hour result to 31 December 2017 represents an improvement on the 2016 figures.
- 3 Module pass rates were above target due to CIT's continued focus on high-quality and relevant training and support for students, as reflected in its 2017 Learner Engagement Survey results.
- 4 The 2017 surveys of learner engagement and employer satisfaction showed overall levels of satisfaction with the training of 91 and 87 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 responsiveness to customers and effectiveness in skilling students with contemporary training methods which have been positively received by industry and students.

## 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 Registered Training Organisations (RTOs) 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 (RPL) process.
- b) Output targets are as specified below.
  - 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. The learner satisfaction rate measures the proportion of current CIT students participating in the Learner Engagement Survey (LES) who indicated that they were satisfied with the training at CIT. The Learner Engagement Survey was designed by the Australian Council for Educational Research (ACER) to collect data relating to the Learner Engagement Quality Indicator. All RTOs are required to provide an annual summary report of their performance against the Learner Engagement Quality Indicator to ASQA (Australian Skills Quality Authority).
  - v. The employer satisfaction rate measures the proportion of employers with apprentices or trainees at CIT that expressed their satisfaction with the training delivered at CIT. The Employer Satisfaction Survey (ESS) was designed by ACER to collect data relating to the Employer Satisfaction Quality Indicator. All RTOs are required to provide an annual summary report of their performance against the Employer Satisfaction Quality Indicator to ASQA.
- c) The Average Government Payment per Nominal Hour is an output target calculated as the Total Controlled Recurrent Payments divided by the Nominal Hours outcome for Profile training programs delivered, where 'Profile' relates to training activities funded directly by the ACT Government appropriation for the provision of public access vocational education and training.

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## For more information:

Executive Director, Corporate Services  
(02) 6207 8960



# PART D

**PART D:**  
NOTICES OF  
NON COMPLIANCE



## D.1 DANGEROUS SUBSTANCES

Section 200 of the *Dangerous Substances Act 2004* requires CIT to provide a statement on the number of notices of non-compliance served and the matter to which each notice related.

CIT did not receive any notices of non-compliance during 2017.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## D.2 MEDICINES, POISONS AND THERAPEUTIC GOODS

Section 177 of the *Medicines, Poisons and Therapeutic Goods Act 2008* requires CIT to provide a statement on the number of notices of non-compliance served and the matter to which each notice related.

CIT did not receive any notices of non-compliance during 2017.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## E-M

These sections are not applicable to CIT.

# N COMMUNITY ENGAGEMENT AND SUPPORT

In 2017, CIT continued to build on its partnerships with industry and community organisations throughout the ACT and surrounding region. The diversity of CIT partnerships exposes the central role it plays in the economic, social and cultural life of the community.

CIT partnerships with businesses, government agencies, education institutions, and community and industry organisations offered students hands-on skills development and authentic insights into workplaces.

CIT staff and students also provided significant in-kind contributions to the Australian and local community.

## INDUSTRY, EDUCATION AND COMMUNITY PARTNERSHIPS

Industry, education and community partner projects and programs in 2017 included:

- > **GEOCON:** About 300 ACT year 10–12 school students participated in the 2017 CIT Construction Engineering and Bridge Challenge and Advanced Bridge Challenge organised by the CIT Technology and Design College, Department Building and Construction Management. GEOCON provided a total of \$4,000 in 2017 to help purchase equipment and materials, testing equipment and provide lunch for participating students. \$1,000 covered Certificate II in Construction Pathways CPC20211 fees for disadvantaged students. GEOCON also provides CIT students access to its building sites for onsite training delivery and experience and mentoring by its professional staff.
- > **Project Coordination:** The company gave \$300.00 towards the 2017 CIT Bridge Challenge (above), \$1,000 towards assisting disadvantaged students. The company also provided CIT Building and Construction Diploma students access to its building sites for onsite training delivery and access to site staff for mentoring.
- > **Training Fund Authority (TFA):** TFA provided \$3,000 towards the 2017 CIT Bridge Challenge.
- > **Manteena:** The construction management and building consultancy provides CIT building and construction diploma students onsite visits for major compliance competencies training, access to site personnel, and employs CIT students.
- > **Civium Group:** The construction firm provides CIT students with access to sites for certificate IV building and construction students, including students seeking a capstone project, and employs CIT students.
- > **Singh Building Group:** The building company provides CIT certificate IV building and construction students access to its sites, including students seeking a capstone project.
- > **Hindmarsh Group:** The construction company employs CIT students.
- > **Construction Control:** The construction company employs CIT students.
- > **Blackett Homes:** The building company provides CIT certificate IV building and construction access to residential site visits and employs CIT students.
- > **PBS:** The construction company employs CIT students.



The annual CIT Bridge Challenge.

- > **Morriss Property Group:** The construction company provides CIT students with access to its building sites and supports employees to attend a VET Mobility visit to Singapore.
- > **Shaw Building Group:** The construction company provides CIT certificate IV building and construction students with residential site visits and employs CIT students.
- > **Savil Constructions:** The company provides CIT building and construction students with residential site visits and employs CIT students.
- > **Lendlease:** The building company provides CIT building and construction students with residential site visits and employs CIT students.
- > **World Skills Australia, International:** CIT teachers and students are very active World Skills Australia participants. Teachers voluntarily provide their time and training skills to the organisation and CIT apprentices and trainees competing in regional, national and international competitions.
- > **AustCyber Canberra Cyber Security Node:** CIT is an integral player in the Australian Cyber Security Growth Network's Canberra Cyber Security Node along with, ANU, UNSW Canberra, UC and Data61.
- > **CBR Innovation Network:** CIT is a founding member of the ACT Government's CBR Innovation Network of higher education and research institutions, businesses and government agencies created to spur collaboration on science and research to drive local business growth. CBRin worked with CIT in 2017 to deliver the Strategic Compass Product Innovation Fund (see B.2).
- > **Governor-General of Australia:** CIT Communications, Media and Music students broadcast live streams from Government House of the 2017 Australia Day Honours (April) and Queen's Birthday Honours Investiture (September) ceremonies including interviews with high profile award recipients.
- > **EPC Solar:** In 2017, CIT forged a partnership with EPC Solar to develop and maintain a practical battery storage and photovoltaic panel training space at the firm's premises in Belconnen.
- > **Siemens:** Hornsdale Wind Farm operator Siemens provided a technician to advise CIT Trade Skills and Vocational Learning College Construction Department on a pilot training program covering basic safety and basic technical training to meet Global Wind Organisation standards.
- > **Riverview Group and Belconnen Community Services:** The Health and Community Services College and BTA College expanded CIT's successful partnership with the Belconnen Community Services and Riverview Group to deliver the SPARK Training and Employment Initiative with Ginninderry Training and Employment and CITSA.
- > **Photo Access and ACT Government:** A new CIT Yurauna Centre project *My Story, My Voice* saw the production of short films featuring CIT Aboriginal and Torres Strait Islander cultural arts students, produced with the ACT Government and Photo Access.
- > **Canberra District Wine Industry Association:** The BTA College collaborated with CIT's Trade Skills and Vocational Learning College, the Canberra District Wine Industry Association and CITSA to host a well-attended regional food and wine dinner in November.
- > **Wine Australia, ACT Wine Association, Visit Canberra:** The BTA College and CIT Solutions began work with the partners on a Gastronomic Tourism Study Tour program.
- > **Visit Canberra:** The BTA College began work with Visit Canberra to provide CIT international students who speak Mandarin opportunities as guides in the local tourism industry.
- > **Australian Defence Force Investigatory Services:** Since 2010, CIT's forensic science department has partnered the Australian Defence Force Investigatory Services to deliver the Diploma of Forensic Science to 'tri-service' investigators in the Military Police.
- > **Abode Academy:** CIT's partnership with the Abode Academy provides CIT hospitality students with an innovative in-house vocational training program and on-the-job training with Abode Hotels in and around the ACT.
- > **FASHFest 2017:** CIT fashion, photography, hair and beauty, media, interior design students and staff and CITSA supported 2017 FASHFEST. CIT media students produced live audio visual coverage of the whole event, edited highlights and social media feeds.
- > **Summernats 2018:** CIT automotive students' participated in a Farm Truck event broadcast internationally. CIT media students provided audio visual streaming and social media of the annual festival.
- > **National Eisteddfod:** CIT Music Industry Centre hosted the 2017 National Eisteddfod.
- > **ACT Music Educator's Network Conference:** CIT hosted and supported the 2017 conference in June.
- > **ACT School Stars:** CIT Music Industry Centre hosted ACT School Stars, part of the ACT Schools Competition 2017.

- > **Comedy ACT:** CIT Music Industry Centre hosted two Comedy ACT events in 2017, including the highly popular American podcast 'The Dollop'. Media students produced a live broadcast and sound students and teachers produced a podcast broadcast to subscribers worldwide.
- > **National Youth Science Forum:** CIT Health, Community and Science College hosted a three-hour session for the National Youth Science Forum Year 12 Program in January at CIT Bruce. Fourteen students attended the 12-day residential program to inspire leading young scientists to explore the study and careers in STEM.
- > **Canberra Biometric Institute (CBI):** CIT Health, Community and Science College hosted a CBI meeting on 15 March at CIT Bruce.
- > **Australian and New Zealand Forensic Science Society (ANZFSS):** CIT Health, Community and Science College hosted an ANZFSS Network Meeting on 9 September at CIT Bruce.
- > **Forensic Science Schools Day:** Held on 6 April 2017 at CIT Bruce, this was a two hour session designed for school groups from Years 10–12 to learn about forensics. Students from Lake Tuggeranong College, Orange Christian School and Calwell High School worked through a practical crime scene, learnt about fingerprinting techniques, attended a polilight demonstration and completed forensic activities.
- > **Australian Tertiary Education Network on Disability (ATEND):** CIT Student and Academic Services staff were active members of ATEND's Canberra Region Disability Access Network in 2017 and helped organise the biennial ATEND national conference to be held in Sydney in 2018.
- > **Rotary Club District 9710:** CIT Student Access Service worked in partnership with Rotary Club's District Governor covering Canberra and south-east NSW to build local business support for apprentices travelling to the ACT to study at CIT.
- > **(Re)Claiming Social Capital:** As part of its partnership with (Re)Claiming Social Capital and other tertiary education institutions on the Refugee Transitions project, CIT Cultural Diversity Coordinator organised and hosted a free, two-hour workshop for 60 attendees at CIT Reid exploring the experiences of students from refugee backgrounds moving from school, Intensive English Centres or TAFE to higher education.
- > **Canberra Refugee Support:** CIT Student Support (Migrant Support) and CIT Facilities hosted a Canberra Refugee Support film screening at CIT Reid in March to raise funds for scholarships to support asylum seekers and refugees to learn English at CIT, schools or other Canberra educational institutions.
- > **Refugee Council of Australia and Multicultural Youth Advocacy Network:** A CIT Student Access Service staff member was appointed to the Refugee Education Special Interest Group Steering Committee in 2017.
- > **Return to Work For Women (RTWW):** The number of ACT partners that support CIT's highly respected RTWW program grew in 2017. Graduates were offered work experience by: ACT Education and Training Directorate; Honorable Gai Brodtmann MP; ACT Minister Shane Rattenbury; ACT Gordon Ramsay MLA; ACT Bec Cody MLA; Federal Department of Veteran Affairs; Epilepsy ACT; UNSW; Richardson Primary School; Bonython Primary School; Gordon Primary School; Icon Water; Kippax Vet; Volunteering and Contact ACT; Bookplate; Capital Health Centre of Traditional Chinese Medicine; Australian Diabetes Educators Association; Archives ACT; BigW Canberra Centre; and Canberra Business Chamber.
- > **ACT Senior Secondary Certificate Supported Delivery:** The CIT Pathways College Year 12 Program partnered with community groups and the ACT Education Directorate to provide the Supported Delivery of the ACT Senior Secondary Certificate to vulnerable young people at risk of not completing secondary education. CIT teachers and student advisers provided outreach, academic support, pathway planning and pastoral care to students in partnership with teachers, youth/social workers and transition officers from: YWCA Lanyon; Bimberi Youth Justice Centre; Calvary Hospital; The Hospital School; Belconnen Community Services; and Ted Noffs.
- > **Bimberi Youth Justice Centre:** CIT Health and Community Services College staff delivered the Certificate IV in Youth Work CHC40413 to Bimberi Youth Justice Centre staff.
- > **Community Housing Canberra:** CIT Health, Community and Science College staff signed an agreement with Community Housing Canberra to offer students placements, providing them with a chance to participate in an 'offsite learning project' with a leading sustainable and socially responsible housing provider.
- > **Beryl Women's Refuge:** CIT and CITSA presented informal information sessions to refuge residents and support group members.
- > **Ted Noffs Foundation:** The Foundation is a long-term CIT partner that provides a weekly free breakfast to students during semester and takes referrals for a range of issues including, mentoring, homelessness risk, and drug and alcohol counselling and support. In 2017, the Foundation's Takehold Program supported a trip to the NSW coast for CIT's Year 12 Leadership Group and refugee, migrant and international students for a community building and beach safety exercise.



- > **Big Picture Education:** The CIT Year 12 Leadership Group completed Big Picture Education training, ran a trial in semester two and planned to launch the full program in 2018.
- > **University of Canberra:** CIT Health, Community and Science College staff continued its long-standing (over 20 years) innovative partnership with UC delivering the Diploma of Early Childhood Education and Care CHC50113.
- > **St Clare's College:** CIT's Health, Community and Science College continued its long-standing (10 years) and successful partnership in delivering the Certificate III in Early Childhood Education and Care to Year 11 and 12 students at St Clare's College. Student numbers have continued to increase every year.
- > **Trinity Christian School:** CIT was chosen as the Trinity Christian School's preferred provider for their students to study the Certificate III in Early Education and Care CHC30113 at its early learning childcare facility in 2017.
- > **Heart Health:** CIT Fit & Well has continued a heart Foundation program as CIT's banner Heart Health in 2017. CIT Fit & Well collaborated with Calvary Hospital and the UC Health Clinic on a new participant referral process and promotion.
- > **Regional Culinary Apprentice Competitions:** The CIT Culinary Department, industry partners and associations supported two regional apprentice competitions in 2017.
- > **Capital Regional Farmers Markets:** CIT students and teachers engaged with Rotary to present 12 cooking demonstrations at Capital Regional Farmers Markets to promote regional produce and sustainable practice.
- > **Stella Bella Charity Ball:** CIT Culinary supported the charity ball held in October. Twelve students and five teachers produced and plated 280 desserts for the event. CIT has collaborated with industry and Canberra Colleges for the past four years to support this event.
- > **Actsmart-Canberra:** Five CIT Fashion students participated in the ActSmart Business Sustainability Expo 2017 fashion up cycling challenge tackling sustainability in the fashion industry.
- > **Garden Clubs Australia:** 10 CIT horticulture students were funded to attend the National Biennial Gardens Club of Australia Convention in Ulladulla in 2017.



CIT dental assistant students.

## CIT COMMUNITY SUPPORT INITIATIVES

CIT with its community and industry partners offer a range of scholarships and prizes to assist CIT students with tuition fees and study costs, and to reward them for outstanding performance in their studies.

### Grants and Sponsorship 2017

Recipient(s)	Sponsor	Support Purpose	Amount
131 students	CIT Indigenous Student Scholarships	Support for CIT Indigenous students towards training costs.	\$85,859
1 student	CIT and UC Equity Scholarship	A jointly funded scholarship to encourage more students that assists with the education costs associated with transitioning from CIT to UC.	\$2,500
1 student	CIT-NAWIC Women in Construction Scholarship	This scholarship is available for women furthering their experience in a specific construction discipline or developing their career through a certificate IV or diploma level building and construction qualification.	\$1,000
1 student	CIT Golden Screen Award	This award recognises outstanding achievement by communication, media and music students.	\$500
1 student	CIT Culinary-Rotary Club of Hall Scholarship 1	This scholarship assists an outstanding culinary apprentice to further develop their professional skills and knowledge in an appropriate international establishment.	\$5,000
1 student	CIT Culinary-Rotary Club of Hall Scholarship 2	This scholarship assists an outstanding culinary apprentice to further develop their professional skills and knowledge through work experience in an appropriate Australia venue.	\$3,000
1 student	CIT Culinary-Rotary Club of Hall Scholarship 3	This scholarship assists an outstanding culinary apprentice to further develop their professional skills and knowledge through work experience in an appropriate Australia venue.	\$2,000
2 students	CIT Culinary-Rotary Club of Hall Scholarship 4	These scholarships assist outstanding culinary apprentices to buy trade tools.	\$500 ea
2 students	Rotary Club of Canberra City Equity Scholarship	The scholarship is available to CIT students living in the local community and in their second continuous semester of study or beyond.	\$2,500 ea
1 student	Rotary Club of Canberra – Weston Creek Prize	This prize is awarded to a student graduating from any CIT program, who has made a valuable contribution to the community during their studies (this contribution must be related to their studies at CIT).	\$500 ea
1 student	Jake Keller Scholarship (National Arboretum Canberra)	This scholarship assists a horticulture student with tuition fees and provides a one week internship at the National Arboretum Canberra.	\$1,000
1 student	UNIC Photographic Award	The UNIC annual award provides an outstanding photography student with an internship with a UN agency overseas. In 2017 the internship was in the Solomon Islands.	
1 student	ACT Mental Health Consumer Scholarship Scheme	The ACT Mental Health Consumer Scholarship Scheme supports mental health consumers gain qualifications in human services. The two-stage scholarships cover statement of attainment and Certificate IV in the community work program course fees.	

## Grants and Sponsorship 2017 – continued

Recipient(s)	Sponsor	Support Purpose	Amount
1 student	Len Barratt Award for an Indigenous Student	This prize is awarded to an Indigenous student who has completed a Certificate III or higher program of study at CIT. The recipient needs to have demonstrated consistent effort toward their studies and displayed a positive work ethic. In addition they must have the respect of their peers.	\$2,000
2 students	University of Canberra Prize	Two prizes are awarded in recognition of the pathways which students were able to access in pursuit of their educational needs.  The first prize recognised the most outstanding result in an Associate Diploma, Diploma or Advanced Diploma program which articulates with a University of Canberra course.  The second prize recognised the student who achieved an ACT Year 12 Certificate with either a mature entry pathway or a tertiary rank that qualified them for entry to the University of Canberra, and managed personal challenges so that they participated actively and positively in their Year 12 program at CIT.	\$250 ea
2 students	Craig O'Neil Prize for a Graduating Accounting Student	Two scholarships are awarded: one to a student graduating from the Advanced Diploma of Accounting who is articulating to a university to study in a related discipline; one to a student who has completed their study toward the Advanced Diploma of Accounting. The following are be taken into consideration: <ul style="list-style-type: none"> <li>the applicant's commitment and work ethic in relation to their studies;</li> <li>the applicant's contribution to the student environment during their studies;</li> <li>circumstances of financial hardship.</li> </ul>	
78 students	Australian Government Endeavour Mobility Grants	Under the VET Outbound Mobility Program: <ul style="list-style-type: none"> <li>10 CIT students travelled to France to learn about advances in renewable energy design, installation, battery energy storage and energy efficiency.</li> <li>10 students travelled to Singapore to study beauty therapy and international hotel and resort management at the Singapore Republic Polytechnic.</li> <li>20 students travelled to New Zealand to study horticulture, sustainable food production and culinary skills.</li> <li>10 business students travelled to the United Arab Emirates to study international hotel management.</li> <li>10 photography students travelled to Indonesia to further their studies in 2017.</li> <li>10 CIT veterinary nursing students travelled to Thailand to study zoology.</li> <li>8 CIT students travelled to Cambodia to study sustainable clothing production in remote locations.</li> </ul>	

### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## O.1 BUSHFIRE RISK MANAGEMENT

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 its Emergency Procedures (all campuses) document.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## O.2 FREEDOM OF INFORMATION

The object of the *Freedom of Information Act 1989* was 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 ACT Government.

CIT information is included in the Justice and Community Safety Directorate Annual Report 2016–17.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## O.3 HUMAN RIGHTS

The ACT was the first jurisdiction in Australia to enact human rights legislation with the *Human Rights Act 2004* (HR Act). The Act provides an explicit statutory basis for respecting, protecting and promoting human rights in the ACT.

CIT is committed to ensuring the human rights of all its students and staff. To this end, CIT invited the ACT Human Rights Commission to deliver a workshop to executive staff in December 2017 to understand its responsibilities and compliance with the HR Act.

CIT information is included in the Justice and Community Safety Directorate Annual Report 2016–17.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960



## O.4 LEGAL SERVICES DIRECTIONS

Under section 15 of the *Law Officer Act 2011* agencies are required to report the measures taken to ensure compliance with legal services directions issued under section 11 of the Act.

CIT information is included in the Justice and Community Safety Directorate Annual Report 2016–17.

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### For more information:

Executive Director, Corporate Services

(02) 6207 8960

### Leading Wind Energy Trainer

CIT became an exclusive provider of Global Wind Organisation (GWO) certified training in the Canberra region in 2017 – a move that’s helped position the ACT as national leader in renewable and clean energy.

A successful bid to become a GWO accredited training provider meant CIT could offer an internationally recognised suite of training modules in November. The new basic safety and basic technical training courses immediately attracted interstate students.

The CIT Bruce purpose-built high-risk training facilities are perfect for wind safety training,

offering interactive and hands-on workshops and industry-relevant scenarios for practical assessments.

CIT’s Renewable Skills Centre of Excellence is helping the ACT Government achieve its 100% renewable energy by 2020 target.

The Centre has been supported by Neoen, developer of the Hornsdale Wind Farm contracted to provide clean energy to the ACT, and its operator Siemens which helped developing CIT’s GWO training.



# P.1 CULTURE AND BEHAVIOUR

## 2017 STAFF SURVEY

CIT's annual online staff survey ran from 4–15 September. The survey was delivered by new provider Qualtrics, a change made to ensure more emphasis was placed on CIT's culture. As such, in 2017, the survey gathered data on staff responses to the Strategic Compass and new cultural traits.

Invitations were sent to 881 participants, including casuals, and 522 responses (or 59%) were received. This was the highest response rate in the survey's history.

Using employee payslip email addresses, rather than ACT Government addresses, resulted in a significantly higher response rate from casual employees (58 responses).

More than 1,200 responses were provided by staff to three open-ended questions, far more than in previous surveys.

## CIT CULTURAL TRAITS

Work began on embedding seven new CIT cultural traits: Customer Centric; Professionalism; Collaborative; Trusted; Adaptable; Accountable and Inspirational.

An Evolving Together Cultural Change breakfast was held on 24 January for about 90 senior staff to work on draft CIT cultural traits in preparation for their launch at the 1 February 2017 Evolving Together event attended by about 500 staff. The CIT Cultural Traits Working Group delivered a presentation launching CIT's new cultural traits. The group's presentation explained each trait and provided practical examples to encourage staff to begin discussing how they could embrace them in their work area.

An external provider was engaged to survey staff anonymously to provide a baseline measure of CIT

culture. Work began on developing a workforce strategy to align organisational culture and the workforce with the Strategic Compass.

Throughout the year the cultural traits were promulgated by the CIT leadership team who worked across the organisation to embed them organically. Each month staff were asked to focus on a different cultural trait. Project activities included workshops on trait behavior, demonstrations of the traits, and sharing stories relating to the cultural traits.

## RESPECT, EQUITY AND DIVERSITY (RED) FRAMEWORK

Under the RED Framework, CIT has in place a network of 11 RED Contact Officers (REDCOs) available to assist staff seeking a solution to improve or resolve a workplace issue or situation. All REDCOs receive initial training and refresher training where necessary.

The REDCOs participate in quarterly CIT meetings managed by the CIT RED Contact Officer Coordinator who also attends the ACTPS RED Network.

During 2017 RED Framework activities included:

- > embedding RED content in the 2017 'Working Together @ CIT' online mandatory training module;
- > publishing CIT REDCO contact details on the ACTPS contact officer list;
- > periodic promotion of RED via CIT desktop notices;
- > ongoing promotion and discussion of RED at team meetings; and
- > identifying REDCO status in email signature blocks to encourage CIT staff awareness.

## P.2 PUBLIC INTEREST DISCLOSURE

The CIT Public Interest Disclosure Policy outlines the mechanisms for reporting possible wrongdoing at CIT or any other ACT Government agency by staff or people engaged by, or on behalf of, CIT or other ACT Government agencies. The policy is available on the staff intranet.

In 2017 CIT did not receive any public interest disclosure requests under the ACT *Public Interest Disclosure Act 2012*.

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### For more information:

Executive Director, Corporate Services  
(02) 6207 8960

## P.3 WORKFORCE PROFILE

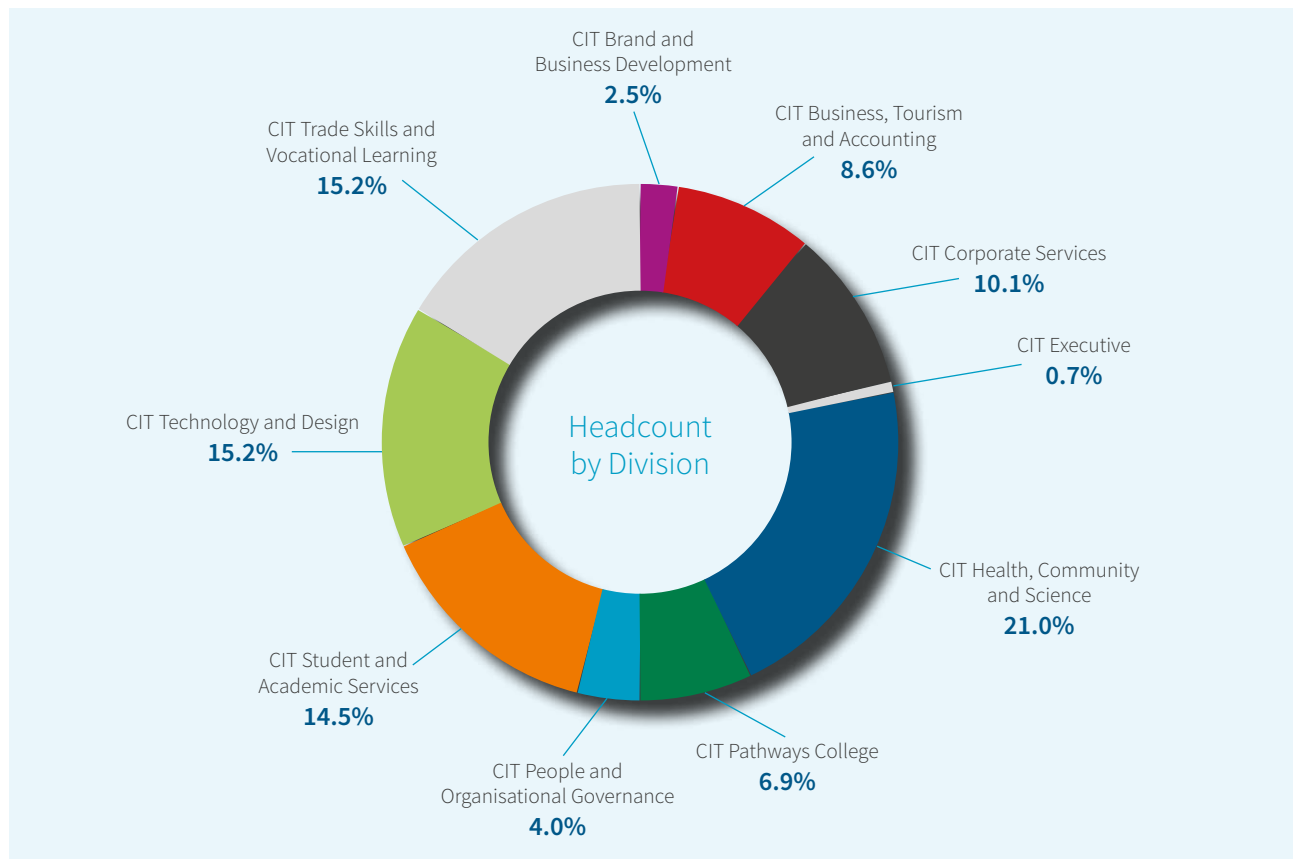
The following data provided by ACT Shared Services reflects CIT staff information as at payday 13 December 2017. The data excludes CIT Board members, staff not paid by the ACT Public Service and staff on leave without pay.

The number of CIT paid staff decreased from 859 (on payday 1 December 2016) to 846 on 13 December 2017.

### FTE and headcount by Division

College/Division	FTE	Headcount
CIT Brand and Business Development	20.8	21
CIT Business, Tourism and Accounting	51.4	73
CIT Corporate Services	82.6	85
CIT Executive	6.0	6
CIT Health, Community and Science	134.1	178
CIT Pathways College	38.2	58
CIT People and Organisational Governance (including CIT Yurauna Centre)	31.7	34
CIT Student and Academic Services	114.3	123
CIT Technology and Design	99.5	129
CIT Trade Skills and Vocational Learning	115.1	139
<b>Total</b>	<b>693.9</b>	<b>846</b>

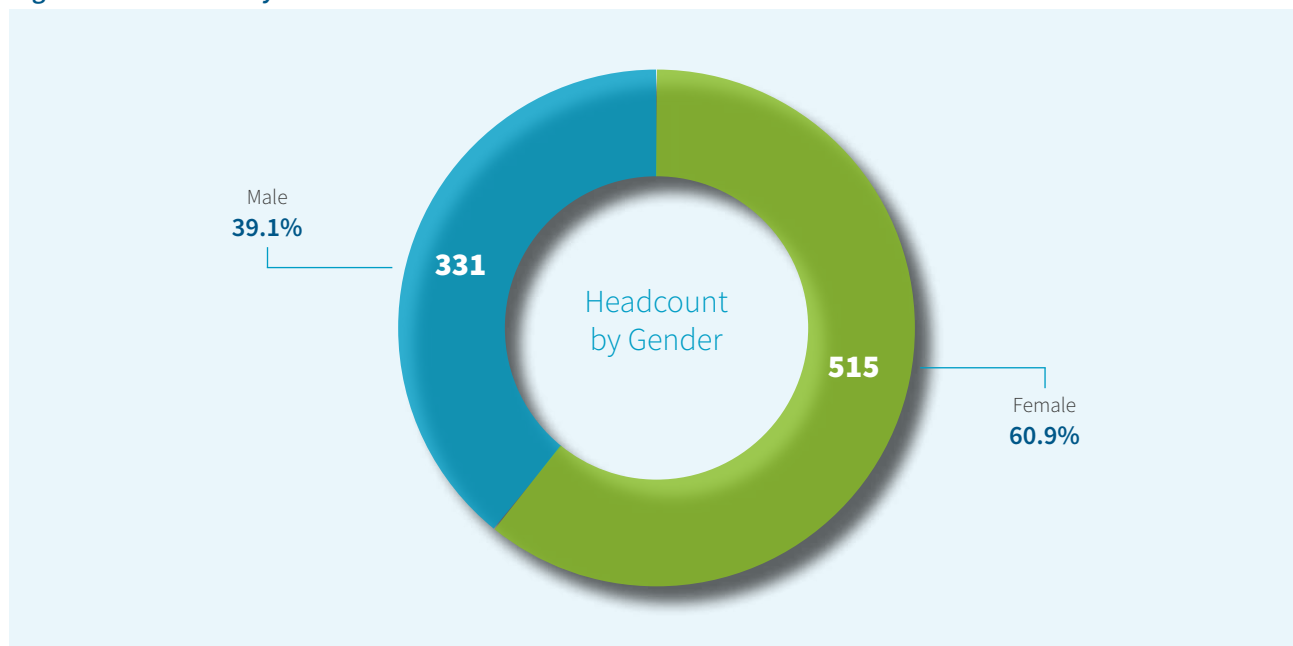
**Figure 5: Headcount By Division**



**FTE and Headcount by Gender**

	Female	Male	Total
Full Time Equivalent	421.5	272.4	693.9
Headcount	515	331	846
Percentage of Workforce (Based on Headcount)	60.9%	39.1%	100%

**Figure 6: Headcount By Gender**



### Headcount by Classification and Gender

	Female	Male	Total
Administrative Officers	166	52	218
Executive Officers	2	1	3
General Service Officers and Equivalent	11	15	26
Professional Officers	18	7	25
Senior Officers	32	16	48
Technical Officers	5	16	21
VET Teacher Managers	29	14	43
VET Teachers	252	210	462
<b>Total</b>	<b>515</b>	<b>331</b>	<b>846</b>

### Headcount by Employment Category and Gender

	Female	Male	Total
Casual	102	76	178
Permanent Full-time	224	161	385
Permanent Part-time	41	12	53
Temporary Full-time	106	65	171
Temporary Part-time	42	17	59
<b>Total</b>	<b>515</b>	<b>331</b>	<b>846</b>

### Headcount by Diversity Group

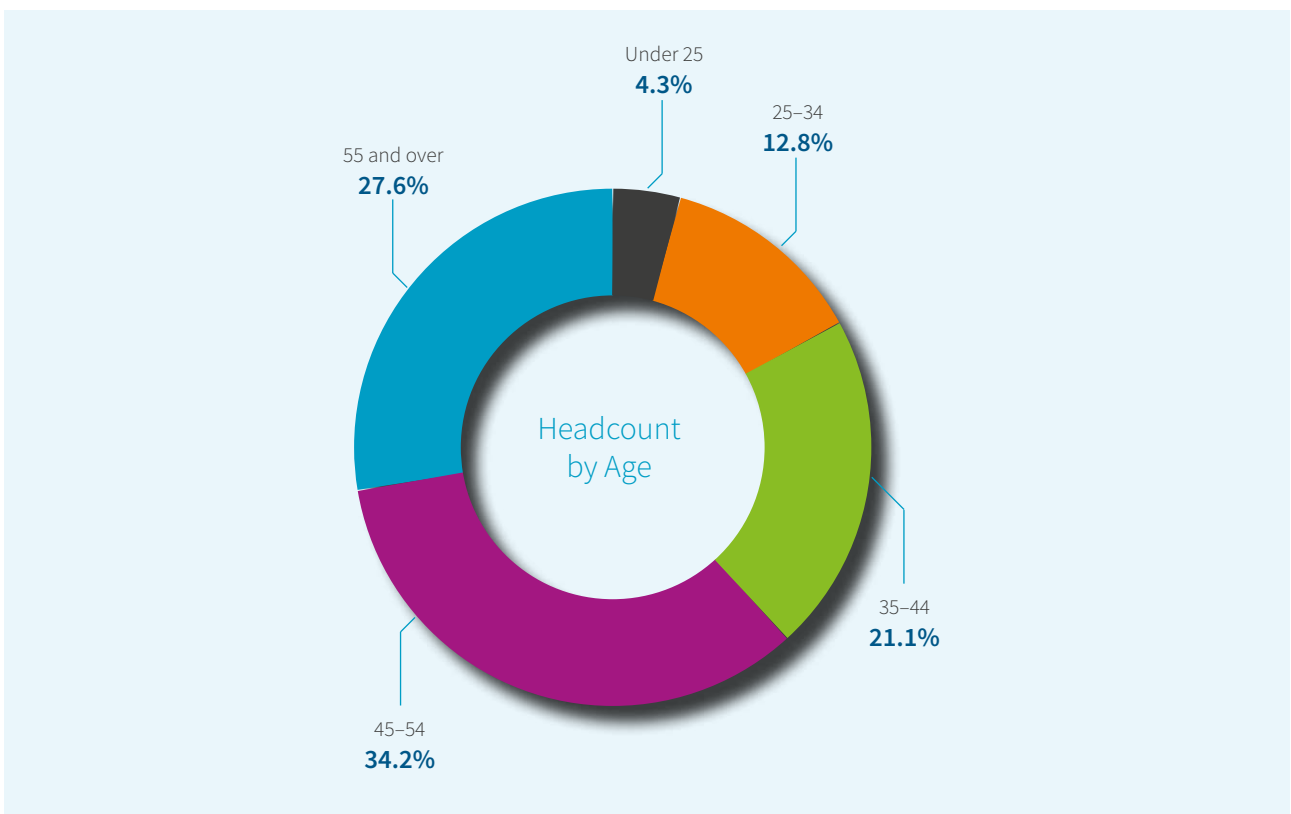
	Headcount	Percentage of CIT workforce
Aboriginal and/or Torres Strait Islander	17	2.0%
Culturally and Linguistically Diverse	141	16.7%
People with a Disability	28	3.3%

**Note:** Employees may identify with more than one of the diversity groups.

### Headcount by Age and Gender

	Female	Male	Total
Under 25	22	14	36
25–34	73	35	108
35–44	118	61	179
45–54	179	110	289
55 and over	123	111	234
<b>Total</b>	<b>515</b>	<b>331</b>	<b>846</b>

Figure 7: Headcount By Age



### Average Length of Service by Gender

	Female	Male	Total
Average years of service	8.4	9.0	8.6

**Note:** The following data reflects CIT permanent staff turnover for the 2017 calendar year.

### Recruitment and Separation Rates by Classification

Classification Group	Recruitment Rate	Separation Rate
Administrative Officers	5.0%	9.9%
General Service Officers and Equivalent	0.0%	0.0%
Professional Officers	0.0%	6.7%
Senior Officers	2.5%	0.0%
Technical Officers	0.0%	15.6%
VET Teacher Managers	0.0%	2.4%
VET Teachers	4.0%	11.5%
<b>Total</b>	<b>3.4%</b>	<b>8.8%</b>

### Recruitment and Separation Rates – Executive

Classification Group	Recruitment Rate	Separation Rate
Executive Officers	0.0%	58.9%



CIT culinary students.

## ATTRACTION AND RETENTION INCENTIVES (ARINS)

In 2017, CIT teaching staff were covered by the *ACT Public Sector Canberra Institute of Technology (Teaching Staff) Enterprise Agreement 2013–2017*. General staff were covered by the *ACT Public Sector Canberra Institute of Technology Enterprise Agreement 2013–2017*.

The Enterprise Agreements (EAs) provide scope for Attraction and Retention Incentives (ARIns) agreed with staff to higher levels of remuneration or other benefits above those identified in the EAs.

The following tables outline information pertaining to ARIns in place during 2017. Three ARIns ceased in the reporting year, which included staff who resigned.

### Attraction and Retention Incentives 2017

Description	No. of Individual ARIns
Number of ARIns at 31 December	8
Number of employees who transferred from SEAs during the period	0
Number of ARIns entered into during period	3
Number of ARIns terminated during period	3
Number of ARIns providing for privately plated vehicles at 31 December	0

	Classification Range	Remuneration as at 31 December 2017
Individual and Group ARIns	SOG A	\$150,060–\$198,338
	SPO C	\$108,740
	PO 2	\$80,424–\$91,956
	TL 1	\$93,888

### For more information:

Executive Director, Corporate Services  
(02) 6207 8960



# Q 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 that are implemented with the RMP.

Appropriate training and resources are available for CIT staff.

Included in CIT's RMP are arrangements for preserving records that contain information that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

CIT responded to Part 3 of the *Territory Records Act 2002*, including by providing details of records assessments to which Section 28 may apply. CIT continued to develop tools to help members of the community interpret older records open for public access.

CIT has an electronic document and records management system that captures all corporate records in the HP RM 8 system.

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## For more information:

Executive Director, Corporate Services  
(02) 6207 8960



Two highly successful CIT ApprenticeLink events were held in 2017.

# ACRONYMS AND ABBREVIATIONS

ACER	Australian Council for Educational Research	HSR	health safety representative
ACT	Australian Capital Territory	ICT	information and communication technology
ACTPS	ACT Public Service	LES	Learner Engagement Survey
ACU	Australian Catholic University	MIEACT	Mental Illness Education ACT
ASNZS	Australian Standard/ New Zealand	MOOC	massive open online course
ANU	Australian National University	NH	nominal hour
AQF	Australian Qualifications Framework	NCVER	National Centre for Vocational Education Research
ARFC	Audit Risk Finance Committee	NDIS	National Disability Insurance Scheme
ARIn	Attraction and Retention Initiatives	QI	quality indicator
ASBA	Australian School-based Apprenticeship	PSS	Public Sector Superannuation Scheme
ASQA	Australian Skills Quality Authority	PSSAP	Public Sector Superannuation Scheme Accumulation Plan
AusCyber	Australian Cyber Security Growth Network	RAP	Reconciliation Action Plan
BCS	Belconnen Community Centre	RED	Respect, equity and diversity
CCCares	Canberra College Cares	RMP	records management program
CIT	Canberra Institute of Technology	RTO	registered training organisation
CITSA	CIT Student Association	RTWW	Return To Work for Women
CBRIn	Canberra Innovation Network	TAFE	technical and further education
CMTEDD	Chief Minister, Treasury and Economic Development Directorate	TEQSA	Tertiary Education Quality and Standards Agency
CSU	Charles Sturt University	UC	University of Canberra
EDRMS	electronic document and records management system	UNSW	University of New South Wales
EAP	Employee Assistance Program	USI	unique student identifier
ESS	Employer Satisfaction Survey	VET	vocational education and training
ED	ACT Education Directorate	VUCA	volatility, uncertainty, complexity, ambiguity
FMA	<i>Financial Management Act 1996</i>	WHS	workplace health and safety
FTE	full-time equivalent		
GWO	Global Wind Organisation		
HR	human resources		



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